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Turiba University

Amit Kumar

**MODEL OF MOTIVATION FOR JOB SATISFACTION
IN EMPLOYEES GODREJ AGROVET PRIVATE
LIMITED COMPANY.**

MASTER'S THESIS

Study Programme: Business Administration

Author:

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Advisor:

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Riga, 2019

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I would like to thank my parents, my elder brother, my best friend Mudassir Arafat to encourage support, and inspiring and motivating me during this journey.

A very special thanks for the guidance and help from Latvia by Linda. I would also like to extend my gratitude to my relatives and friends who care and support me every time from the Netherlands.

Annotation

The topic of the Master thesis is to the model of motivation for employee job satisfaction in Godrej Agrovet Pvt, limited Khanna, Punjab (India). Godrej Agrovet limited currently running in India and author carried research on it while doing an internship in the Netherlands and had job experience as a trainee in Godrej Agrovet.

Aim

Aim of the research paper is to understand employee motivational models for job satisfaction and the research takes a deeper dive to suggest Motivation strategies for implementation in the company to achieve employee job satisfaction.

Tasks

In order to achieve the aim of the research, following tasks were set up:

1. To analyze the theoretical background for job satisfaction and motivation among employee
2. To analyze leadership and human resource management
3. To analyze the Agrovet industry environment
4. Motivation strategies for job satisfaction (Includes Research methodology, employee survey, interview section, communication strategy and other beneficial strategy)

The primary data in this study paper has been collected from potential workers by using survey and scale questions. Furthermore, the author sent a survey to 113 potential workers, but able to get up to 60. After the collection of data, the author carried out the process of data analysis. The author used qualitative research methodology, in which the author conducted structured questions with experts an try to get solution to problem.

The material used consist of theoretical information from books, library data, online books, company financial information's, online survey, articles on model of motivation for job satisfaction and expert interviews.

Author used quantitative method (survey) and qualitative method (expert interview).

Main result of the study based on the fact that the Godrej Agrovet Limited Company did not have innovative technology solution, they had absence of communication and online employee feedback system. There was no connection between management and the ground level worker. During the research part, the author found various models of motivation for job satisfaction. The master thesis research paper consists of pages80, including tables 5, figures 32, appendices and list of reference30

Keywords: Employee satisfaction, Motivation, Human resource management, Leadership, culture.

Anotācija

Maģistra darba tēma ir darbinieku darba apmierinātības motivācijas modeļi uzņēmumā Godrej Agrovat Pvt, limited Khanna, Punjab (Indija). Godrej Agrovat uzņēmums pašreiz darbojas Indijā, kur autors veica pētījumu savas prakses ietvaros.

Mērķis

Pētījuma mērķis ir izprast darbinieku motivācijas modeļus apmierinātībai ar darbu, un padziļināta izpēte tieši motivācijas stratēģiju ieviešanai uzņēmumā, lai sasniegtu darbinieku apmierinātību ar darbu.

Uzdevumi

Pētījuma mērķa sasniegšanai tika izvirzīti šādi uzdevumi:

1. Analizēt darbinieku apmierinātību ar darbu un motivācijas teorētisko pamatojumu
2. Analizēt vadību un cilvēkresursu vadību
3. Analizēt Agrovat uzņēmuma vidi
4. Motivācijas stratēģijas apmierinātībai ar darbu (Ietver pētījumu metodoloģiju, darbinieku aptauju, interviju sadaļu, komunikācijas stratēģiju un citu labvēlīgu stratēģiju)

Primārie dati pētījumā ir apkopoti no potenciālajiem darbiniekiem, izmantojot aptaujas un jautājumus ar mēroga novērtējuma skalu. Turklāt autors nosūtīja aptauju 113 potenciālajiem darba ņēmējiem, taču atgūt izdevās līdz 60. Pēc datu apkopošanas autors veica datu analīzes procesu. Autors izmantoja kvalitatīvu pētījumu metodoloģiju, kurā autors uzdeva strukturētus jautājumus ekspertiem, mēģinot rast problēmas risinājumus. Izmantotie informācijas avoti sastāv no teorētiskās informācijas - grāmatām, bibliotēkudatiem, tiešsaistes grāmatām, uzņēmuma finanšu informācijas, tiešsaistes aptaujām, rakstiem par darba motivācijas apmierinātības modeļiem un ekspertu intervijām.

Autors izmantoja kvantitatīvo metodi (aptaujas anketas) un kvalitatīvo metodi (ekspertu intervijas)

Galvenais pētījuma rezultāts, pamatojoties uz faktu, ka uzņēmumam Godrej Agrovat nav inovatīvu tehnoloģiju risinājumu, trūkst komunikācijas un darbinieku atsauksmes sniegšana tiešsaistē. Starp vadību un zemāka līmeņa darbiniekiem nav nekādas komunikācijas. Pētījuma laikā autors atrada dažādus darba apmierinātības motivācijas modeļus. Maģistra darba pētījumu veido lappuses 80, ieskaitot 32 tabulas, 5 attēlus, pielikumus un atsauču sarakstu 30

Atslēgas vārdi: Darbinieku apmierinātība, motivācija, cilvēkresursu vadība, vadība, kultūra.

Aantekening

Het onderwerp van deze master scriptie is de motivatie voor werktevredenheid onder werknemers in Godrej Agrovat Pvt. Limited Khanna, Punjab (India). De auteur heeft het onderzoek verricht gedurende een stage in Nederland en had werkervaring als stagiair in Godrej Agrovat Limited.

Doel

Het doel van het onderzoek is inzicht te krijgen in de medewerker motivatie modellen van voor werktevredenheid. Verder zijn er voorstellen van motivatiestrategieën voor implementatie in de organisatie gedaan om werkplezier van werknemers te realiseren.

Methode

Om het doel van het onderzoek te behalen zijn de volgende stappen ondernomen:

1. Analyse van de theoretische achtergrond voor arbeidstevredenheid en motivatie bij werknemers;
2. Analyse van leiderschap en human resource management;
3. Analyse van de werkomgeving van Godrej Agrovat Limited;
4. Motivatiestrategieën voor arbeidstevredenheid (omvat onderzoeksmethodologie, medewerkersonderzoek, interviewsectie, communicatiestrategie en andere nuttige strategieën)

De primaire gegevens van dit onderzoekspaper zijn verzameld bij potentiële werknemers met behulp van enquête- en schaalvragen. Verder heeft de auteur een enquête naar 113 potentiële werknemers, maar met een respons van maximaal van 60 personen. Vervolgens zijn de verzamelde gegevens geanalyseerd. De auteur heeft een kwalitatieve onderzoeksmethodologie toegepast, waarbij de auteur gestructureerde vragen heeft gesteld aan experts om tot een oplossing van het vraagstuk te komen. Het gebruikte materiaal bestaat uit theoretische informatie uit boeken (online en offline), bibliotheekgegevens, financiële informatie van de organisatie, , artikelen over het motivatiemodel voor werktevredenheid, online enquêtes en interviews met experts.

Auteur gebruikte kwantitatieve methode (enquête) en kwalitatieve methode (interviews met experts).

De belangrijkste uitkomsten van het onderzoek is dat Godrej Agrovat Limited geen innovatieve technologische oplossing, geen communicatie en geen online feedbacksysteem heeft voor werknemers. Er is geen verbinding tussen het management en werknemers op de werkvloer.

Tijdens het onderzoek heeft de auteur verschillende modellen van motivatie voor arbeidstevredenheid gevonden. De masterscriptie bestaat uit pagina 80, inclusief tabellen5 figuren, 32 bijlagen en een referentielijst30

Sleutelwoorden: Medewerkerstevredenheid, Motivatie, Human resource management, Leiderschap, cultuur.

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INTRODUCTION

The importance of employee satisfaction and work motivation is growing all the time in the companies. Many researches have been made to find out the effect the job satisfaction and motivation have in the productivity of the company. This thesis is about the model of motivation for employee satisfaction in a Godrej Agrovet Pvt, Limited company. The authors of this thesis is very interested in this subject and wanted to find out in practice what the level of employee satisfaction in a company is. After the target organization had been found, the research question was composed: what is the level of employee satisfaction in Godrej Agrovet Company. The purpose of this kind of research is to find out which factors could be improved in the target company and how to make employees enjoy their work every day. In this research it is explained what kind of factors have an effect on employees' satisfaction and which perhaps cause job dissatisfaction. For example the power of money as a motivator will be discussed.

There are main five chapter that will briefly described in paper on by one with sub-parts also. These all parts are related to each other. The first chapter emphasized on the theoretical background of the job satisfaction and model of motivation among the employee and tools of motivation, job design, work environment, value of motivation and factor related to job dissatisfaction and demotivation. The second chapter will describe the leadership and motivation, and the affect they have on employee satisfaction and in this thesis the concept of culture will be explained. It will also be discussed how important it is to understand different cultures and their effects on job satisfaction. In the third chapter will describe the Agrovet industry Environment of Godrej Agrovet Limited, company products and services, SWOT analysis, Existing company Strategies, Analysis Competitors employee opinion, company financial status. The fourth part of the research process allows describing motivational strategies for job satisfaction and way of research methodology through survey questionnaire and experts interviews, which was suitable for this research. Moreover, recommended communication strategies and other beneficial strategies for job satisfaction

Topically of the theme

The employee job satisfaction and motivation of employee concept is coming from the last many decades. Organisation are adopting motivation models for satisfy their employees and to increase the productivity in the company because HRM department studded about the employee behaviour and their needs if employee are satisfied with the company working environment and their benefits after that employee try to engaged more in company tasks and give their best. But still in India many companies improve their HRM strategies to understand the employee needs and use online employee feedback in order to proper communication in between management and lower level workers and it also beneficial to company growth. Godrej Agrovet company is continuing running its business since 1991, but low management communication with employee it created effect on employee motivation and satisfaction. During this research author decide to establish communication strategy along with online employee feedback system, proper understanding.

Research Question

Are the employee actually satisfied with their job in the current company environment?

Aim

The aim of this research paper is to understand model of motivation for job satisfaction in company and create communication strategy and other motivational strategies in order to receive employee views.

Tasks

In order to achieve the aim of the research, following tasks were set up:

1. To analyze the theoretical background for job satisfaction and motivation among employee
2. To analyze leadership and human resource management
3. To analyze the Agrovat industry environment
4. Motivation strategies for job satisfaction (Includes Research methodology, employee survey, interview section, communication strategy and other beneficial strategy).

Keeping in the mind the end goal to create new motivation strategy for Godrej Agrovat Limited Company by exploring with online employee feedback system to get the employee opinion regarding working condition and job satisfaction and analyse the search results.

Justification of method: The author choose the mixed method for research are quantitative & qualitative methodology. The quantitative methods used in form of survey questionnaire. This survey concluded the result of the research paper to collect numerical data. The survey considers 19 question related to the services provided by companies and analysis the worker satisfaction level in the company working environment. The feedback will be taken into the consideration in order to provide better motivation and job satisfaction to company workers. The qualitative method used by the author to collect primary data by using survey and scale questions in order understand the satisfaction and dissatisfaction of the employee. Secondary data collected on the basis of books, articles, and relevant sources through the internet. The author had 5 months' work experience in Godrej Agrovat Limited in Khanna branch as a trainee. The author worked under Human Recourse Department. The author started the research on Godrej Agrovat Company when he was doing internship in Netherlands. After completed internship author visited in company to collect the survey. Their1 author investigate about Job design, working conditions, motivation tools, company products and services and many more other things.

To achieve the major goal of this thesis, the research has been set certain limitation. There were many general limitations that hold the research to set certain limitation. Their limitation were that company doesn't have previous record of book regarding employee satisfaction. Moreover, due to lack of responsiveness of the responds through the survey, the author was not able to collect huge data that useful for this research subject. The Godrej Agrovat company still running in India, but not able to get proper communication with our employee. Due to this reason author has decided to overcome this with new techniques.

1. THE THEORATICAL BACKGROUND FOR JOB SATISFACTION AND MOTIVATION AMONG EMPLOYEE

The job satisfaction and motivate employee are some of the ways that managers and organizations retain employees and provide excellent service. (Hoffman-Miller, 2013) Job satisfaction mainly focuses on three components of organizational behaviour that is cognitive, affective, and behavioural and is widely used to determine overall satisfaction in human capital management. (DiPietro et al 2014) Motivating employees and keeping them satisfied are some of the ways that managers and organizations retain employees and provide excellent service. The definition and opinion of other author's book are necessary for the theoretical part. In this part, the author discovers a theoretical concept how motivation model provide job satisfaction to employee. Step by step we will achieve the target by theory, conduction research which is based on survey and individual questionnaires and later on achieved by the establishment communication strategy and implementing online employee feedback system for the company.

The most important target in any organisation is to satisfy and motivate their workers time to time. It is important to know the level of satisfaction at work for many reasons and the results of the job satisfaction studies affect both the workers and the organization. In the organization's point of view good job satisfaction can lead to better performance of the workers which affects the result of the company. Employee satisfaction is generally considered as the driver of the employee retention and employee productivity. Satisfied employees are a precondition for increasing productivity, responsiveness, quality, and customer service. (Kaplan 1996,)

Motivation treat the employee basis on their job satisfaction. The process of motivation usually starts with someone recognizing an unsatisfied need. The author will discuss about the tools of employee motivation that could be monetary and non- monetary. (DiPietro et al, 2014) in their article state that employees are motivated by intrinsic and extrinsic factors which are driven by the interest or enjoyment of the task (intrinsic) and things that come from outside the individual, such as money or rewards (extrinsic).

Author has analysed the model of motivation for employee job satisfaction in Godrej Agrovet Company and suggesting communication strategy with new online feedback system. Many production companies such as P&G, Amul and Britannia use online employee feedback system where employee can share their view by close-ended question and they can also write a text. Those kind of feedback aware the management regarding workers expectation and after understand their point of view then employee could able to stand on the organisation expectation.

In the following subchapter, the author analyses the company environment and the workforce the result shows that there is lack of communication in between management and the employee. In the end author there author use of communication strategy and implementing the advance way of communication which is online feedback of workers. The strategy expand the satisfaction and valuable for firm also.

1.1 Employee Job Satisfaction

Over years, employee satisfaction has been a key area of research among industrial and organizational psychologists. There are important reasons why companies should be concerned with employee job satisfaction, which can be classified according to the focus on the employee or the organization. First, the humanitarian perspective is that people deserve to be treated fairly and with respect. Job satisfaction is the reflection of a good treatment. It also can be considered

as an indicator of emotional well-being or psychological health. Second, the utilitarian perspective is that job satisfaction can lead to behaviour by an employee that affects organizational functioning. Furthermore, job satisfaction can be a reflection of organizational functioning. Differences among organizational units in job satisfaction can be diagnostic of potential trouble spots. Each reason is sufficient to justify concern with job satisfaction. Combined they explain and justify the attention that is paid to this important variable. Managers in many organizations share the concerns of researchers for the job satisfaction of employees. A number of factors influence job satisfaction and they change over time; the fluctuation could be attributed to changes within the workplace as well as economic, demographic and social trends (SHRM, 2012)

The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work. It is believed that the behaviour that helps the firm to be successful is most likely to happen when the employees are well motivated and feel committed to the organization, and when the job gives them a high level of satisfaction. The research showed that the key factors affecting job satisfaction are career opportunities, job influence, teamwork and job challenge. (Armstrong, 2006). (Samanvitha and Jawahar, 2012) Aimed at determining and establishing a relationship between strategic emotional intelligence and job satisfaction among faculty members in Arts and Science Institutions. Sample consists of 98 faculty members in Tami Nadu. The result of the study showed that the emotional intelligence at work has a great influence on the level of job satisfaction and in turn on work performance. (Castro and Martin, 2010) has explored the relationship between organizational climate and Job Satisfaction and to determine whether employee's perceptions of work environment influenced their level of Job Satisfaction. The findings of the study indicated a positive relationship between organizational climate scores and Job satisfaction scores. These studies examined to find out the job satisfaction level in the different work places. Which clearly shows the positive view on the employees and also show the dissatisfaction level of employees. Job satisfaction in production companies.

Another employee job satisfaction studied paper is the extent to which one is happy with their job hence an employee's willingness to perform at an optimum level (Hoffman-Miller 2013). States that there is no agreed upon definition of what job satisfaction is or what it represents; but there is need to consider the nature and importance of the work. The article presents some definitions from different authors describing job satisfaction as "Positive and favourable attitudes towards the job indicate job satisfaction (Armstrong, 2006) collection of feeling and beliefs that people have about their current job (George et al., 2008) look at job satisfaction as a multi-dimensional concept. Generally the comparison of all the authors above points towards employees' positive or negative attitudes towards their jobs.

1.1.1 Job Design

One of the main reasons organizations should pay attention to the concept of job design is that it helps to function and produce better (Armstrong, 2003). The main purpose of job design is to increase both employee motivation and productivity. Increased productivity can be seen in various forms. For instance, the focus can be that of improving quality and quantity of goods and services, reduce operational costs, or reduce turnover and training costs. On the other hand, increasing employees' motivation can be achieved through increased job satisfaction.

Job design is critical in understanding the various factors of a job like duties, techniques required, hierarchies, skill-sets required, motivation of employees etc.

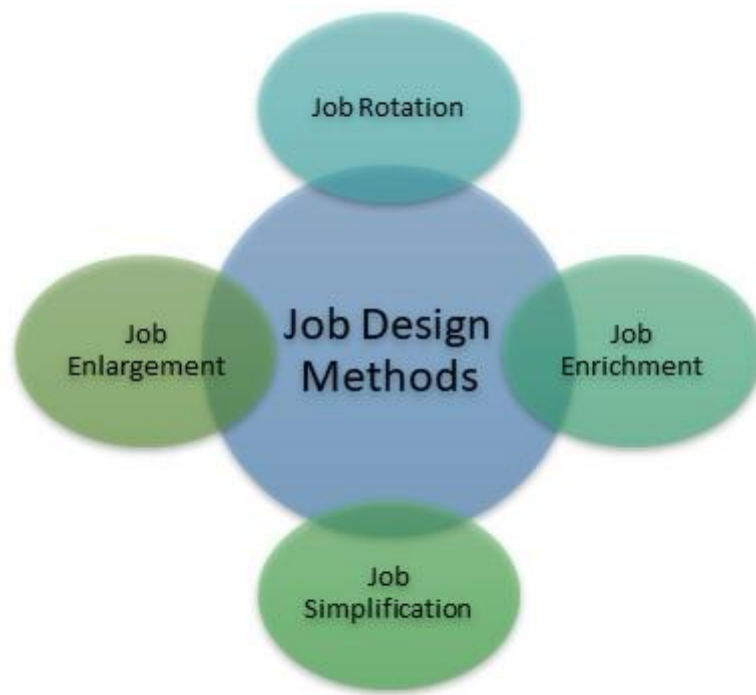


Figure 1.1 Four Methods of Job Design (Rush, 1971)

The figure 1.1 above shows that four job design methods which are enlargement, rotation, enrichment, simplification.

- **Job enlargement:** It can be used to increase motivation by giving employees a bigger amount of various tasks that can reduce the amount of specialization required by the employee, as well as extending the length of time to complete them. Fewer workers are needed to complete the work and each employee has to be able to perform a greater number and variety of tasks.
- **Job rotation:** It allows an employee to work in different departments or jobs in an organization to gain better insight into operations. The method can be suitable when employees are involved in performing boring, repetitive tasks to give them a greater variety of tasks. However, this may not modify or redesign the employee's job, but allows to increase his/her skills and knowledge about other jobs.
- **Job enrichment:** The third method, allows the employee to take on some responsibilities normally assigned to management. It means that the job provides greater responsibility, recognition and opportunities for growth. There is a risk that too much responsibility and autonomy in the planning and control aspects of the job would be transferred to the employee. However, if it is implemented right, the new found control will stimulate the employee to work more efficiently.
- **Job simplification:** work simplification is the analysis of a job's most basic components to restructure or resign them to make the job more efficient. Additional aspects to consider when analysing and designing a job are the policies, incentives, and feedback that inevitably affect the efficiency and motivation of the employee responsible to the job. (Daft 2007). Job design serves to improve performance and motivation. Job design analysis starts by looking at a job with a broad perspective and swiftly moves toward identifying the specific activities required to do the job. This is done for the purpose of identifying and correcting any deficiencies that affect performance and motivation.

1.1.2 Work Environment

It makes sense that people that are comfortable within their working environment will work far more effectively and will enjoy the working process more than those who are uncomfortable. Therefore you should consider certain aspects of your employees' workspace quite carefully

Figure 1.2 Issues that affect the comfort of the working environment (Hughes, 2009)

The figure 1.2 shows that the four issues faced by employee in the working environment. The first issue is noise and other is ventilation, lighting, stress.

1 **Noise:** The first issue is noise. If it appears that there might be a problem with the amount of noise within the workplace then special actions should be implemented, such as the measurement of noise levels by a competent person. Noise can be the cause of irreversible hearing damage and also lead to increased levels of stress. It is normally caused by loud machines and it is necessary to check the noise emission levels when buying any new plant or machinery. The remedies are usually quite simple, for example providing the employees with hearing protection, rotating staff who works close to noisy machinery to decrease their exposure times, and clearly marking any 'high noise' areas to warn people of the risk. (Hughes 2009).

2. **Ventilation:** The second issue to consider in the work environment. Fresh air is one of the most important elements of the comfortable workspace for several reasons: respiration, the removal of excess heat and the dilution of various airborne impurities such as dust, tobacco smoke or body odor. Adequate ventilation can be provided by simply allowing windows to be opened. Air conditioning systems cannot be counted as fresh air systems as the air is re-circulated and therefore not as effective, particularly as it can still carry germs and other impurities. Temperature, the third issue, should also be taken in control at the workplace. The minimum temperature for sedentary work is 18 degrees Celsius and for work involving physical effort the minimum should be 15 degrees Celsius. Thermometers are needed to be installed to allow monitoring of these levels. Where extreme temperatures apply, for example work involving furnaces or freezing compartment, employees should be provided with the correct clothing and extra work pauses to allow recovery.

3. **Lighting:** The other issue is lighting in the workplace such as to illuminate potential hazards and to prevent eye strain. Other consideration could include the facts that fluorescent light should not flicker, there should be no glare, and there should be no sudden contrast in levels of lighting. All lights should be kept clean and ideally. The ceiling should be lightly coloured to reflect the light. (Hughes, 2009)

4. **Stress:** The last issue of consideration is the stress. It is becoming a more and more important issue in the world of work; it can be caused by many factors, for instance the nature of work, the place of working, payment systems, repetition and monotony, shift work, the behavior of other employees and so on. Although various employees will react differently to the diverse situations so it is difficult to prevent stress occurring, it is wise to bear in mind that stress does exist and may at some time become an issue. Making sure that all of the aspects of safe and comfortable work environment are in control and operating in a normal way will keep employees morale, motivation and productivity at the high level. (Hughes 2009, 339). The next subchapter about motivation of employee.

1.2 Motivation of employee

The value of Increasing motivation, commitment and engagement stages are key organizational aspects nowadays. The development of compensation policies has a vital position in motivating staff to supply high ranges of performance, discretionary effort and contribution. The manner of motivation generally starts with any person recognizing an unsatisfied need. Then a purpose is mounted to be reached and that way to fulfil the need. Rewards and incentives can be installed for human beings to higher accomplish the given goal. The social context will additionally affect the motivation level. This context consists of organizational values and culture but it also includes leaderships and management as properly as the effect of the crew or team in which an individual works. Motivation can be **intrinsic or extrinsic**. Intrinsic motivation can be described as the process of motivation with the aid of work itself in so a long way as it satisfies the personal desires of the employee. Intrinsic motivation is self-generated and it is idea that people are seeking for a job they suppose will most fulfil their needs. The factors affecting intrinsic motivation include for instance responsibility, freedom to act, braveness to use and advance persons own skills, interesting tasks and opportunities for advancement. Extrinsic motivation is the amount of effort different humans provide to the person to encourage them. Extrinsic motivation is for example the rewards administration furnish such as pay rise, praise or promotion. Extrinsic motivators are efficient however the impact doesn't last long. Intrinsic motivators have a tendency to have a longer impact as they are inherent and now not imposed from outside. The effect of cash as a motivator is discussed later in this thesis. (Armstrong, 2007) As the needs of folks fluctuate a lot, it is vital to concentrate cautiously on the attachment of dreams and incentives given when desires are accomplished. Motivation theories assist to recognize one of a kind motivators. Motivation theories have been examined for decades. These theories can be applied to the company's human aid insurance policies to get the satisfactory out of the employees.

- **Theory of Motivation**

Although commonly known in the human motivation literature, Abraham Maslow's (1908-1970) hierarchy theory was one of the first and popular theories to judge the important contributors to job satisfaction. The theory suggests that human needs and tools of employee motivation form a five-level hierarchy consisting of: physiological needs, safety, belongingness/love, esteem, and self-actualization. Maslow's hierarchy of needs postulates that there are essential needs that need to be met first (such as, physiological needs and safety), before more complex needs can be met (such as, belonging and esteem).

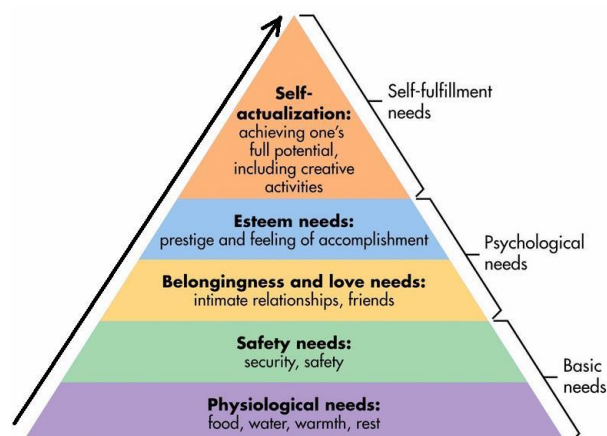


Figure 1.3 Maslow's Five-level hierarchy (Becker, T.A, 2011)

The figure 1.3 shows the pyramid which is showing the theory of motivation. It shows the basic needs, psychological needs and self- fulfilment needs.

Level 1 - Physiological needs these are the biological drives. These are the fundamental for the individual's survival and ability to adapt. Examples of these are air, nutrition, water, roof above one's head etc. In work life, this is the minimum wage required to meet these needs (Kaufmann 2005).

Level 2 - Security needs For example surroundings that protect the individual from physical and psychological damage. Except for basic safety measures in the physical work environment, it is foremost the certainty about keeping the job which can be fundamental for satisfying this need (Kaufmann 2005).

Level 3 – Love needs it is about the need for social connections in the form of good friends and colleagues, a partner and a social environment that supply support and acceptance. Organisations can do much in order to facilitate the fulfilment of such needs by, for example, create good conditions for cooperation (Kaufmann 2005).

Level 4 - Esteem needs the wish to perform, gain prestige, having success in life and receive others respect are needs on this level. According to Kaufman, showing people elementary appreciation for the work they have performed is an easy, encouraging psychology, and in practice one can achieve much with modest means in such contexts. Ways of doing this includes small gatherings to show a co-worker who have performed well appreciation, diplomas, articles or notices in internal bulletins etc. Of special importance is to show visible gratitude for undertakings that have been performed outside the formal undertakings (Kaufmann 2005).

Level 5- The need for self-actualisation this is according to (Kressler, 2003) to understand the world, acquiring wisdom, achieving independence developing creativity and individuality etc. By giving co-workers possibility to this in their work, strong motivational forces can be unleashed. In general, people perform their very best under such conditions which will gain both the individual and the organisation (Kaufmann, 2005). As in the outlay of a pyramid, the higher levels are only attainable ones the lower ones have been fulfilled

According to the, Maslow's needs hierarchy theory which was the first theory to analyse the job satisfaction and described the motivation tool for employee job satisfaction. As well as, the five level of pyramid clearly show the way of employee motivation.

- **Motivator-Hygiene Theory**

The theory suggests that job satisfaction and dissatisfaction are not two opposite ends of the same continuum, but instead are two separate and, at times, even unrelated concepts.

'Motivating' factors like pay and benefits, recognition and achievement need to be met in order for an employee to be satisfied with work. On the other hand, 'hygiene' factors (such as, working conditions, company policies and structure, job security, interaction with colleagues and quality of management) are associated with job dissatisfaction.

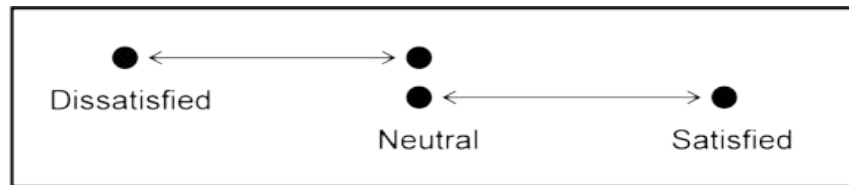


Figure 1.4 Herzberg's Satisfiers and Dissatisfies (Collins C, 2002)

The figure 1.4 showing the factors of employee dissatisfied, neutral and satisfied. Because both the hygiene and motivational factors are viewed as independent, it is possible that employees are neither satisfied nor dissatisfied. This theory show that when hygiene factors are low the employee is dissatisfied, but when these factors are high it means the employee is not dissatisfied (or neutral), but not necessarily satisfied. Whether or not an employee is satisfied is dependent on the motivator factors. Moreover, it is thought that when motivators are met the employee is thought to be satisfied. This separation may aid in accounting for the complexity of an employee's feelings, as they might not feel both satisfied and dissatisfied at the same time; or neither satisfied or dissatisfied.

1.3 Importance of motivated employee

Organizations today have realized the importance of motivated and satisfied employees as important contributors towards long term objectives. It has made organizations to cater to the expectations and needs of the employees and could expect the similar response. Motivation also positively influences performance at individual and group level ultimately affecting the organizational performance. Motivation is the most important aspects of management. A well-motivated employee is the real asset for the organisation and that asset responsible for the smooth chain circle of the production. Organizations are in deep need of motivated employees as it is being understood that motivation affects helps achieve following organizational objectives (Risambessy et al 2012).

Figure 1.5 Impact of motivated employee (Risambessy et al 2012)

The following figure 1.5 shows that how motivation helps to achieve these six organization objectives.

1. High efficiency

Management of firm can boost the efficiency and performance of their employee is to use motivation as a tool. Motivation helps transform the employee talents and knowledge into actual performance and activity. Although, it useful to employee more innovative and always push them to give their best. Besides that, Demotivated employees affect the overall efficiency of the firm and also can cause other employees to be demotivated. It should also be realized that the employee performance is also negatively affected by stress at work place, hence it is of significant value to evaluate the current processes and practices which are responsible for creating stressful situation in order to not to effect the performance. Organizations need to encourage employee initiatives and participation as this will help build leadership at different levels. For leadership roles formal authority is not the criteria, but the initiatives and innovation are. (Kakkos et al, 2010).

2. Utilization of resources

Motivation helps stimulate employee. Which also increase their learning efficiency. They always in the process of finding to improve their work performance. Motivated employees try to minimize their wastages and costs to better their performances. They will be more responsible and help with the firm maximize their potential and make the best use of their limited resources. Organizations today have realized the importance of motivated and satisfied employees as important contributors towards long term objectives. It has made organizations to cater to the expectations and needs of the employees and could expect the similar response. Motivation also positively influences performance at individual and group level ultimately affecting the organizational performance (Risambessy et al 2012).

3. Reduction in labour

This is the foremost aspect of importance of motivation. High motivation also means great job performance which lead to job satisfaction among employees. And so that employee do not want to miss the opportunity and also try to give their best. In addition, motivated employee always make a positive image in their surroundings and make the positive environment. This will lead to commitment and loyalty among employee. It shows the lower absenteeism and labour turnover among employees. Here are two kinds of worker turnover in associations; intentional and automatic turnover. Deliberate turnover is impacted by components inside to the worker that impact a specific conduct and choice these are referred to as push factor while there are draw elements like job opportunities in the market pulling in the representative to go (Wocke and Heymann, 2012).

4. Ready for change

Every organisation have their own dynamic environment. And nowadays, change in environment is very common. Organisation are also changing their techniques of production just because of the high level of competition in market in this case employees are hesitant to accept and adapt to such changes. But, motivation plays most existing role employee point of view. Motivated employee adapt the change and involve in work with presence of mind. It has been for quite some time felt that adapting new things and competency advancement openings raises the resolve and fulfilment of the representatives yet it is additionally understood that the noteworthy impact on the inspiration and job satisfaction is made by objective accomplishment (Lather and Jain, 2005).

5. Achieving organisation goals

Management make the whole structure to achieve the goals. It could be long term goal or it can be short term goal. Those goals totally depends on the employees so the best way to motivate employees line up their personal goal with those of the organisation. Motivation also positively influences performance at individual and group level ultimately affecting the organizational performance (Risambessy et al 2012).

6. Help with attitude of employee

Sometimes certain employees of organisation have a negative or indifferent attitude. But the management use motivation tool for change employee's attitude. Motivated employee who is working with positive attitude is the asset of the company. Moreover, the change of his attitude can clearly see in employee work participation. Also supports the view considering the uniqueness of the individual behaviour and attitude with variety of expectations and needs which can have variable effect on the performance (Dina Maria LUT, 2012).

1.4 Tools of employee motivation

The Pay projects were created to motivate, attract, reward and retain workforce. (Berger 2000,) To avoid over expensive compensation programs, management must think carefully how to

compensate their employees and still keep them motivated. It is important to make work force feel that they are important and that management cares for their well-being. Compensating programs must be internally equitable, externally competitive and personally motivating. Compensation programs include everything that is in a relation to the amount of the reward employees get.

Figure 1.6 Tools of employee motivation (Armstrong M, 2011)

The figure 1.6 above shows about the compensation can be financial or non-financial. One common example of compensation packages is a Cafeteria plan. The Cafeteria plan is kind of cafeteria menu where employees can choose the best benefits to themselves.

Financial compensation must be thought from three different points of views. At first has to be considered the effectiveness of money as a motivator. Secondly, the reasons why people are satisfied or dissatisfied with their financial rewards must be thought. Finally, it should be considered which criteria to use when developing financial compensation systems. Herzberg's two-factor Theory categorizes money as a hygiene factor which doesn't cause job satisfaction. Payment is expected to correspond to the time and quality of work done. In contrary, if the amount of money received doesn't satisfy the worker, money turns to cause job dissatisfaction. (Armstrong, 2007) Money is an extrinsic motivator. Extrinsic motivation does not come from the work itself but it is supposed to ensure the quality of the work and to ensure that the basic rules are followed at work. (Thomas, 2002). The monetary financial incentives includes.

- **Financial**
 - Base remuneration
 - Bonuses (statutory, discretionary)
 - Commissions
 - Rewards
- A. **Basic remuneration:** The first and important financial tool is basic remuneration paid in a fixed amount irrespective of the performance. The variable remuneration is usually paid in the form of result-dependent bonuses. If the principles of bonus payments are specified in a document that was published, which workers are familiar with, then we deal with statutory bonus.
- B. **Bonuses:** On the off chance that the standards of instalments are not determined and the bonuses are paid by the "thankfulness" of the business, at that point it is an optional (gratefulness) reward. Notwithstanding the parts, the representatives are likewise spurred by extents of both of the previously mentioned components of compensation. Some will incline toward high essential compensation consenting to low (or absence of) rewards, while others will favour a generally low fundamental compensation however joined with the plausibility of acquiring a high reward reliant on the work results.
- C. **Commission:** Another type of variable compensation is a commission charge. It is an exactly characterized worker's offer in salary allowed for intermediation in selling of the specific merchandise (items or administrations). Generally communicated as a rate charge monetised or the commission expense for the most part happens in the exchange. The remainder of the talked about money related structures (despite the fact that they may happen likewise in material type) of compensation is a reward. On the off chance that the reward is to rouse it

must fulfil at another form of variable pay is a commission fee. It is a precisely defined employee's share in income granted for intermediation in selling of the particular goods (products or services). Usually expressed as a percentage fee monetised or the commission fee mostly occurs in the trade.

- D. **Rewards:** The last of the discussed monetary forms (although they may occur also in material form) of remuneration is a reward. If the reward is to be motivating it must satisfy a minimum of three conditions. First of all it has to be felt by the employee it must be in such amount (or form) so that an employee feels appreciated for their effort. If this condition is not met – the received reward will not be valuable for the employee. They will regret the efforts incurred to obtain it. While the reward will pose demotivating impact on the employee instead of motivating. Secondly the reward should not be excessively delayed in time, that is, it should be granted as soon as possible after the fulfilment of the conditions determining its receipt. Otherwise, if the time is inaccurate, the employee can forget the reason of being awarded the bonus, the positive behaviour and attitude will be lost. Thirdly the reward in its essence cannot be granted to all, and especially in the same form and height. If each employee receives it in the same amount, regardless of their personal contribution to the realization of the task, the reward does not meet its motivational function. The award should be for the selected, whereas the rewarded employee should feel special, distinguished from other colleagues.

- **Non- financial**

Non-financial compensation concentrates on the needs people have. These needs could be the need for achievement, responsibility, influence and personal growth. Most of the non-financial compensation possibilities are intrinsic motivators. Intrinsic motivation arises from the work itself. (Thomas, 2002) Workers feel satisfied and they get feeling of success from work and that way are more motivated at work. These non-financial incentives includes:

- Providing the employees with frequent feedback concerning their performance
- Providing opportunities for employee development
- Assessment by employee performance

- A. **Frequent Feedback:** Where the work is performed as expected, that is according to the accepted standards and norms, the employees do not receive work feedback. The kind of approach is inappropriate because everyone likes to be praised, and feel appreciated or recognised. By providing positive work feedback decent behaviours and habits are consolidated while the employee is aware that his work has been appreciated and the effort put into execution of duties has brought the desired results.
- B. **Employee development :** In order to prevent such situations form happening, employees' work should be diversified. If the employee proved his value in the performance of the simple tasks, they should be assigned to more complex, thought-demanding and cognitive tasks. Thus we provide employees with sense of development, which is a very important element of motivation.
- C. **Employee performance:** After diagnosing what is the preferred work style through organizational measures can have a positive impact on employee motivation.

- **Cafeteria plan**

Cafeteria plan is an employee benefit plan in which every employee can choose the most suitable benefit to themselves from the list of possible benefits. The most common alternatives for the Cafeteria plan are for example cash, health insurance, childcare assistance, and life insurance, payments into retirement accounts, paid leaves, and assistance with care for injured or disabled family members. Depending on the personal needs of the employee they can construct the ideal benefits package. A young female employee planning to have children in the near future might choose to put payment for example to the health insurance or child care whereas elder employees might prefer retirement accounts. The advantage of the cafeteria plan is that the employer doesn't spend money to the unneeded benefits and maximizes the value of money used in the compensation package. A company finances their cafeteria plans by establishing reimbursement accounts. An employee puts money into that account to receive the benefits. The amount of payment is usually limited by an annual income of the employee and restrictions from the employee, but in general every person can decide how much they pay. This money is pre-tax income which means that it is not taxed as the normal wages are. That way the Cafeteria plan reduces the amount of taxes. From the perspective of the employer cafeteria plan allows the company to offer more benefits. Employees on the other hand appreciate the wider range of flexibility in the benefit packages which might encourage them to stay loyal to the parent company. (Rosenbloom, 2005).

2. LEADERSHIP AND HUMAN RESOURCE MANAGEMENT

Human Resources means the people that work in a company and the contribution they make with their skills, knowledge and competence. (Dransfield, 2000) Managing people at work is concerned with making plans and deciding on approaches which to use to make people perform the way to help the company to achieve their goals. Today effective Human Resource Management (HRM) is more important than ever because people and their intelligence are the most important factors of knowledge based economy in which intelligent organizations are the key aspects of economic growth in the global economy. HRM is also important because people tend to change their working places often. People can change their working places to gain more respect and to feel more valued in their jobs. Also management teams have a much better understanding in HR policies and practices than before. HRM typically includes planning and implementing HR policies, recruiting and selecting work force, training and development, workforce planning, ensuring fair treatment of employees and creation of employee contracts. It can include also ensuring equal opportunities, assessing the performance of employees, managing employee welfare, providing a counselling service for employees, managing the payment and rewards systems, supervising health and safety procedures, disciplining individuals, dealing with grievances, dismissal, redundancy, negotiation, ensuring the legality of organizations employees policies and encouraging employee involvement.

2.1 Evolution of Human Resource Management

In the nineteenth century HRM has changed dramatically. In the beginning of the twentieth century people were seen as something that need tight controlling and supervising. Employee needs were secondary to the needs of the industrial system. Within hundred years the amount of people management has grown towards the situation where the recognition of employee needs is more and more important. Nowadays human resource management is one of the key responsibilities of the company. To better understand the aspects of HRM it is important to know

the steps of development HRM has gone through. It is said that the foundation of HRM lies on nine different steps. Those steps are the rapid technological change which increased the specialization of labour association, the emergence of free collective bargaining, with constraints established for unions and employers, the scientific management movement (Taylorism), early industrial psychology, government personnel specialists growing out of the establishment of the Civil Service Commission, the emergence of personnel specialists and the grouping of these specialists into personnel departments, the human relations movement, the behavioural sciences, and the social legislation and court decisions of the 1960s and 1970s. (Cascio, 1995). Beyond these nine factors, HRM developed in four stages. "File maintenance" stage typified HRM activities 3 through the mid-1960s and emphasis was placed on the employee concerns. Personnel were the responsibility of special departments. These departments were responsible for screening applicants, creating employee data and planning company activities such as picnics. Next stage is considered as "government accountability" stage. This stage started after Civil Rights Act of 1964 in USA. Laws like antidiscrimination, pension, health and safety laws were created and these accelerated the rise in importance of the efficient HRM. Within HRM, compensation and benefits, training and development, labour relations and affirmative action specialists began to appear. In the 1970s and 1980s when many firms were struggling to survive, a combination of economic and political factors such as high interest rates and international led to greater accountability in financial terms of all the functional areas of business. Hence this third stage is determined as "organizational accountability". Methods of assessing the costs and benefits of HRM are not widely known although they are available. In addition social trends such as more women in workforce, minorities, immigrants, older and poorly educated workforce hastened demands for improvements in the quality of work life, cultural management, ethnic diversity, and continual training and retraining. The fourth stage took place in the 1990s. It is named as "strategic partnership". This stage assumes the struggle of firms to gain and sustain competitive advantage in the global markets. Top management looks to the HR department to control costs, to enhance competitiveness and to add value to the firm in whatever it does. (Cascio, 1995).

2.2 Human Resource Management in Leadership

The appropriate leadership style is highly relevant in the question of employee motivation and job satisfaction. Leaders act to provide satisfaction or more likely to offer means of satisfaction. Leaders don't necessarily motivate. A successful leader understands the needs of the others and persuades them to act in a certain way. Leaders make their workers see that following the views of their leaders', workers will get the most satisfaction out of their work. A person can be motivated without leadership. Leadership, however, can't succeed without the motivation of the follower's side. If a person has the feeling that they can perform a higher-level job, they have the motivation to attend courses or train themselves in another way to be able to perform at the required higher-level. On the other hand, if a leader thinks that one of his/her employees is able to move up in the organization hierarchy but the person his/herself wants to stay at the level he/she already works, it's not much the leader can do. Despite the amount of persuasion and influence of the leader, that worker will probably fail in the training process necessary to rise in the hierarchy. To succeed in persuasion leaders should concentrate on the motivational needs of their workers. Leaders should persuade their workers that it is in their best interest to work the way the leader has suggested. (Lester, 1992).

2.3 Human Resource Management Culture Difference

Nationality is important in human resource management because it affects human behavior and thus has an impact on management actions. Human resource professionals in international businesses have a job that is forcing them to be more internationally minded almost daily, yet they do not always realize the impacts of different national cultures on management practices. (Torrington, 2008).

There are different tools and dimensions for the cultural analysis and classification that can be used when studying culture and creating relative strategies and types of behavior. Here one of the main theories of culture is explored, which was designed by Geert Hofstede.

Geert Hofstede Cultural Dimensions

Geert Hofstede's exploration gives us bits of knowledge into different societies so as to upgrade the adequacy of connection with individuals in different nations. In the event that the hypotheses are comprehended and applied appropriately, this data ought to lessen the degree of dissatisfaction, nervousness, and concern. Be that as it may, most significant Geert Hofstede will give the edge of understanding which lead to increasingly victories. His examination into universal business the executives utilizing the reactions of supervisors from 66 extraordinary nations delivers some interesting if controversial evidence on cultural differences.

Figure 2 Hofstede culture dimension (Beardwell, 1994)

The figure 2 shows the culture dimension Power distance index, uncertainty avoidance, individuality, masculinity and long-term orientation and following description given below;

1. Power distance index (PDI)

Power distance means the extent to which members of a society accept that power in institutions and organizations is and should be distributed equally. This represents inequality and is defined from below, not from above. It indicates that a society's level of inequality is endorsed by the followers and leaders. In any case, power and inequality are the fundamental facts of any society, and obviously all societies are unequal, but some are more unequal than others. (Beardwell, 1994) High power distance cultures can be identified by the behaviour where the authority openly demonstrates its rank, thus the relationship between the boss and subordinate is rarely close or personal. Subordinates are not given important work; they expect clear guidance from above and are responsible to take the blame if things wrong. The society itself is divided by classes and the politics is prone to totalitarianism. In a low power distance index, on the other hand, superiors treat subordinates with respect and do not pull rank, they may often socialize with subordinates. Subordinates are entrusted with important assignments and the blame is very often accepted by the superior due to it being their responsibility to manage. Societies lean more towards egalitarianism and liberal democracies are the norm. (Gudykunst, 1996)

2. Uncertainty Avoidance (UAI)

The uncertainty avoidance can be measured by the rules and structures that people create in order to eliminate ambiguity in organizations and to support beliefs promising certainty and protecting conformity. Simply it means that human beings try in various ways to avoid uncertainty in their lives by controlling their environment through predictable ways of working. This dimension

indicates the extent to which a person of a certain culture feels either uncomfortable or comfortable in novel, unknown, surprising or unusual situations. (Beardwell, 1994) Countries with the high score on the uncertainty avoidance scale are usually countries with a long history, with homogenous, not multicultural population. While doing business in such countries, all the risks, even calculated ones, are avoided. It might be very difficult to introduce new ideas and concepts, since everything which is new is unknown and includes some risk. You need to allow time to help develop an understanding of an initiative to help foster confidence in it. Countries with a young history like the USA and more diverse population due to immigration usually score low on the uncertainty avoidance scale. Risk is embraced as a part of business and innovation, and pushing boundaries are encouraged. Workers can be more flexible or open in their approach to new ideas. (Gudykunst, 1996) Finland has an average uncertainty avoidance index, so this could mean that they are tolerable to uncertainty, there is more room for the risk, and they are more open to new ideas and innovations.

3. Individualism (INV)

Individualism, as described by Hofstede, is the degree of preference by an individual for living and working in a collectivist or individual way. An Individualistic society is the society in which ties between individuals are loose and everyone is expected to look after himself/herself and his/her immediate family. A Collectivist society on the other hand is the society in which people from birth onwards are integrated into strong groups, often extended families with uncles, aunts and grandparents. The word “collectivism” here has no political meaning and is referred to the group. (Beardwell, 1994) The typical trait of the individualistic country is that the right of an individual remains supreme, thus there are laws to protect choices and the freedom of speech. A person’s identity revolves around the “I” and it is acceptable to pursue individual goals at the expense of others. Individualism is encouraged whether in personality, clothes or music tastes, with the freedom of choice. Countries with low individualism have their rules designed to provide stability, order and obedience. The rights of the family or for the common good are important, so the individual desires and aspirations should be restrained if necessary for the good of the group. In this kind of society “we” is more important than “I”, and conformity is expected and perceived positively. (Gudykunst, 1996) Finland has high individualism, thus Finns stress on personal achievements and individual rights more. They expect from each other the fulfilment of their own needs. Group work is important, but everybody has the right of his/her own opinion. In a country like Finland people tend to have more loose relationships than countries where there is collectivism, where people have large ex-tended families.

4. Masculinity (MASC)

Masculinity versus femininity indicates the distribution of roles between the genders. A higher masculinity score indicates the societies in which social gender roles are clearly distinct, for example men are supposed to be assertive, tough and focused on material success, whereas women are supposed to be modest, tender and concerned with the happy life. In the least masculine countries feminine values apply also for men. This index is measuring the degree to which masculine values like competitiveness and the acquisition of wealth are values over feminine values like relationship building and quality of life. (Beardwell 1994, 605) In low on the masculinity scale countries men and women should share equal positions in society. The main priorities of life are the family, relationships and quality of life, and it is believed that conflicts should be solved through negotiations. At the workplaces people work to live, meaning longer vacations and flexible working hours. On the other hand, in high masculinity countries, women and men have different roles in society. Life’s priorities are achievement, wealth and

expansion, and it is acceptable to settle conflicts through aggressive means. At the workplace people tend to live for work, meaning longer working hours and short vacations. (Gudykunst, 1996) Finland has a low score on the masculinity index. This means that women and men are treated in the same way, and there is no division by gender. In company for in-stance women have the same rights as men, and they have the same chances to reach a leading position. The conflicts at the workplace are solved by negotiations.

5. Long Term Orientation (LTO)

Long term orientation versus short-term orientation is the fifth dimension that was added later and is based on the Confucian dynamism. Values associated with Long Term Orientation are thrift, perseverance, having the sense of shame, and ordering relation-ships by status and observing this order. Short Term Orientation values include respect for tradition, fulfilling social obligations and saving face. Both positively and negatively rated values of this dimension are found in the teachings of Confucius, the most influential Chinese philosopher who lived around 500 B.C.; however, the dimension can also be applied to countries without a Confucian heritage. (Beardwell, 1994).

2.3.1 Cultural differences in motivational needs of employees

Motivation is a need satisfying process. It is an interaction between the individual and his/her situation or background. One factor that may motivate one employee may not be the motivating factor for another. According to research, a great number of employees are motivated by interesting work content and good wages. As for other factors there is inconsistency in the order of what motivates one from another, which is dependent upon his/her education, cultural differences, financial condition and other contexts in which he works. Determining the work values of each culture is an important part of this process. According to (Hofstede, 2001), work values are significant for two different reasons. First, they are an excellent measure of culture in that they are shaped more by socio-logical and cultural factors than individual psychological differences. Secondly, the work values of an organization's employees will affect that organization in many ways, from conflict resolution to its ability to change, from communication to employee motivation.

In different cultural environments different motivational techniques are expected to be effective. The attainment of complex-task goals depends on the use of effective strategies. Therefore training employees to develop and use strategies for the attainment of the challenging goals is gaining importance across cultures. The acquisition of knowledge and skills strengthens perceptions of self or collective efficiency, and leads to higher performance levels. Training should have a universal positive effect on work motivation and performance. The principle of linking performance and outcomes, advocated by the expectancy model, seems to have a universal effect on motivation and performance. The valence of various reward outcomes is partially determined by cultural values and thus varies across cultures. In changing and unstable work environment, the provision of opportunities to exercise control over one's behavior is important for self-enhancement. Perceptions of control may be enhanced by motivational techniques that encourage personal or group accountability and responsibility. Such motivational techniques may lead to higher levels of organizational commitment and to extra-role behavior. (Erez, 1993).

2.3.2 Cultural differences in employee satisfaction

Job satisfaction consists of a number of separate dimensions. The level of job satisfaction is affected by a wide range of variables relating to individual, social, cultural, organizational and environmental factors. Rarely can organizations guarantee uniformly high job satisfaction among members. Thus, behavioural responses of employees to low job satisfaction, such as absenteeism, turnover, and dissent, are of continuing interest. Also, increased globalization and changing work force demographics mean managers are increasingly concerned with understanding the complexities associated with managing workers from different cultures. These factors suggest a practical concern for understanding cultural differences in the nature of exchange relationships which employees have with their employer and their responses to low job satisfaction in particular. (Mullins, 2007).

(Rusbult et al, 1988) found that high prior job satisfaction consistently promoted the constructive responses of voice and loyalty. Also, high quality job alternatives encouraged high levels of exit and voice behavior while inhibiting loyalty. Numerous studies have applied the exit, voice, loyalty, and neglect framework, with generally consistent results in a single culture. The responses relate to one another systematically by differing along the dimensions of constructiveness versus destructiveness and activity versus passivity. According to exit is active and destructive, voice is active and constructive; neglect is passive and destructive, loyalty is passive and constructive.

In order to predict how members of different cultural groups would respond to low job satisfaction, we first must systematically determine relevant characteristics of culture. Individualism and collectivism are perhaps the most useful and powerful dimensions of cultural variation in explaining a diverse array of social behavior. Despite being conducted at widely different times, with different samples, and using different methods the results of major studies of national variation in value orientations all feature the cultural dimensions of individualism and collectivism. This convergence suggests these dimensions are broad cultural syndromes encompassing more basic elements. They are particularly appropriate in this context because the nature of the exchange that individuals have with their employer involves the extent to which individuals perceive themselves to be part of the larger organization, and individualism and collectivism can be described to what extent they want to contribute to the organization and what benefits they are looking for. Cultural factors include underlying attitudes, beliefs and values. The organization that is searching for improvements and greater work performance from the workers it is highly important to take in notice cultural factors of the workforce. With the understanding of cultural diversity the company can construct successful strategies, management styles, and keep the employees motivated and satisfied. (Spector, 1997).

3. AGROVET INDUSTRY ENVIRONMENT

Agriculture has been the backbone of the Indian economy and it will continue to remain so for a long time. It has to support almost 17 per cent of world population from 2.3 per cent of world geographical area and 4.2 per cent of world's water resources. Agriculture and animal feed industry in India is biggest sector which is developing rapidly not according to business point of view also with new Research and Development. Many companies researching about new and smart way to develop the agriculture technique all over the world and improve the animal feed quality for better health and productivity. In India, milk and milk products contribute 17%

towards the country total expenditure on food. This makes the India largest milk production industry.

Figure 3 Market research shows overview of Agrovat Industry in India (Author)

The following figure 3 shows that the image of Agrovat industry in India. It shows the growing demand of products, better products, adopting new technology for high quality of products and providing attractive opportunity.

3.1 Godrej Agrovat Private Limited

Godrej Agrovat Limited was incorporated as a private limited company with the name 'Godrej Agrovat Private Limited' on November 25, 1991 in the state of Gujarat. The company became a deemed public limited company and the word 'private' was struck off from the name of the Company with effect from April 27, 1992. The company was converted into a public limited company and the name of the company was changed to Godrej Agrovat Limited' on February 19, 2002. The Godrej Agrovat Private Limited (GAVL) is a diversified, Research & Development focused agri-business Company, dedicated to improving the productivity of Indian farmers by innovating products and services that sustainably increase crop and livestock yields. The Company holds leading market positions in the different businesses in which it operates - Animal Feed, Crop Protection, Oil Palm, Dairy and Poultry and Processed Foods. Moreover, the company has two joint ventures - one with Tyson Foods Inc., USA in the processed poultry segment and other one with the Advanced Chemical Industries Limited (ACI) group of Bangladesh for animal feed business in Bangladesh. GAVL also entered into a joint venture with the Advanced Chemical Industries Limited (ACI) Group from Bangladesh, to manufacture and sell Compound Feed in year 2004. The ACI-Godrej Agrovat joint venture ranks among the top three feed companies, across all categories in Bangladesh. The Most Admired Global Agrovat Company recognized for its quality of agriculture products and feeds and look forward with Research and Development Department. Godrej Agrovat is one of the biggest and best company which is producing Agriculture products and Animal feed. A focus on innovation is what allows Godrej Agrovat to create a variety of products to increase the productivity of Indian farmers and cultivate a greener future. The Godrej family entered the Indian market with the foundation of the Godrej Group in 1897, and now operates in a number of sectors, including real estate and appliances. Godrej Agrovat is their highly successful agribusiness company. Godrej group is established in every field and getting more successful. Besides that, only the Godrej Agrovat is now valued at around US\$1 billion. Research and Development is at the core for them, they commissioned one of the most sophisticated animal R & D facilities in the country. Increased agricultural productivity is the name of the game for Godrej Agrovat.

Mission of the Company

- Godrej mission is to operate in existing and new businesses which capitalize on the Godrej brand and corporate image of reliability and integrity.
- Godrej objective is to delight its customer even in India and abroad.
- Godrej shall strive for excellence by nurturing, developing and empowering its employees and suppliers.

- Godrej encourages an open atmosphere, conducive to learning and team work.
- Accelerate the growth of Indian household insecticides market.
- To globalize the business rapidly.
- Enriching quality of life everyday everywhere.

Vision of the Company

- Innovation: effort to be most effective through being the primary although services and solution.
- Quality Product: continually setting a target to exceed expectations.
- Customer Satisfaction: set a sequence of customer satisfaction in every client and making dependability.
- Word wide: Godrej want to be in every home and workplace.

Value of the Company

- Godrej mainly know as a dedicated point of view or commitment with quality.
- Providing services to the customer for customer oriented services.
- Keeping ahead with competitors in the market with new information.
- Conscientious contribution to the society through respect, free care.

3.1.1 Company products range

The Godrej group is an Indian conglomerate headquartered in Mumbai. GAVL deals with animal feed, crop protection, oil palm plantations, Godrej seeds and genetic, cream line dairy products. Animal feed is the largest compound market in India.

1. **Cattle feed:** cattle feed products are prepared with a deep understanding of breed and milk production levels.



2. **Poultry feed:** poultry feed is formulated through superior quality grains, amino acids, vitamins and minerals etc.



3. **Aqua feed:** aqua feed products meet the nutritional requirements of fish and shrimps.



4. **Specialty feed:** range of specialty feed is formulated to meet the nutritional requirement of goats and sheep.



Oil palm plantation

To make India self-sufficient in edible oil, it started oil cultivation in the certain regions. Even government is promoted oil cultivation. Product range includes crude palm oil, crude palm kernel oil, and kernel palm cake.



Crop protection

Its product range includes plant growth regulators, herbicides, insecticides, fungicides, soil conditioners and organic manures.



Godrej seeds and genetic

It includes the product range such as corn, pearl millet (Bajra) and rice.



Cream line dairy products

Godrej also operates dedicated dairy products such as milk and milk products.



3.1.2 SWOT analysis

The SWOT examination is a business examination technique that an affiliation can perform for every one of its things whether that is about organisation items or administration and markets when settling on the best way to deal with achieve future advancement. SWOT as a group to be able to get as much feedback as possible. SWOT analysis is an examination of the internal and external factors that impact the organization and its strategies. The internal factors are strengths and weaknesses; the external factors are opportunities and threats. A SWOT analysis gives an organization a clear picture of the “situation” in which it operates and helps it identify which strategies to pursue. There is a strong motivation to utilize SWOT analysis is to recognize constrained era, at the end of the day, “A key strategic window” which speak to the key prerequisites of the market and specific association abilities that best fit together. Strength characteristics of the business or project that give it an advantage over others. It is pivotal to know the organization and its capabilities. Each business has its weakness, which shows the characteristics of the business that place the business or project at a disadvantage relative to others. SWOT analysis additionally included an external ecological analysis, which speaks to opportunities & threats. Opportunities are clients that’s need to be stratified.

The four key elements of SWOT analysis are - Strengths, Weaknesses, and Opportunities & Threats. Godrej Agrovet can use strengths to create niche positioning in the market, can strive to reduce & remove weaknesses so that it can better compete with competitors, look out to leverage opportunities provided by industry structure, regulations and other development in external environment, and finally make provisions and develop strategies to mitigate threats that can undermine the business model of Godrej Agrovet.

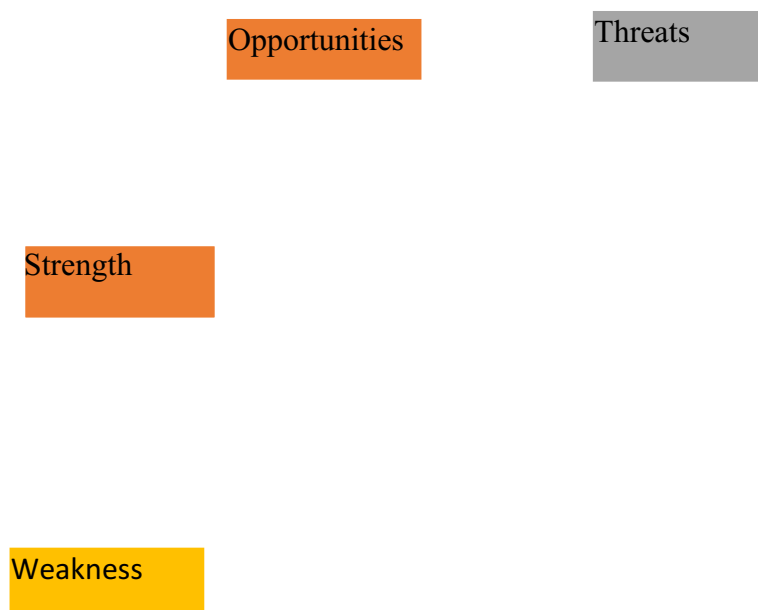


Figure 3.1 SWOT analysis of Godrej Agrovet created by author 2019

As per the figure 3.2 which depicts the information about SWOT of Godrej Agrovet. It shows the information about what are the strength opportunities of the company. What are the weakness opportunities the company can avail? The strength threats of the company and weakness threats faced by company.

SWOT analysis in details

a. Strength

Strengths are the Godrej Agrovet capabilities and resources that it can leverage to build a sustainable competitive advantage in the marketplace. Strengths come from positive aspects of five key resources & capabilities - physical resources such as land, building, financial resources, past experiences and successes, activities & processes, and human resources. Superior product and services quality can help Godrej Agrovet to further increase its market share as the current customer are extremely loyal to it. There are enough evidences that with such a high quality of products and services, Godrej Agrovet can compete with other global players in international market. Godrej Agrovet has garnered a wide array of patents and copyrights through innovation and buying those rights from the creators. This can help Godrej Agrovet in thwarting the challenges of competitors in various industries. Godrej Agrovet has a highly successful track record of both launching new products in the domestic market but also catering to the various market based on the insights from local consumers. The products and brand portfolio of Godrej Agrovet is enabling it to target various segments in the domestic market at the same time. This has enabled Godrej Agrovet to build diverse revenue source and profit mix.

b. Weakness

Weaknesses are the areas, capabilities or skills in which Godrej Agrovet lacks. It limits the ability of the firm to build a sustainable competitive advantage. Weaknesses come from lack or absence of five key resources & capabilities - past experiences and successes, human resources, activities & processes, financial resources, and physical resources such as land, building. Even though the demand for products have not gone down, but there is a simmering sense of dissatisfaction among the customers of Godrej Agrovet. It is reflected on the reviews on various on-line platforms. Godrej Agrovet should focus on areas where it can improve the customer purchase and post purchase experience. Godrej Agrovet is suffering from lack of critical talent especially in the field of technology & digital transformation. Godrej Agrovet is struggling to restructure processes in light of developments in the field of Artificial Intelligence (AI) and machine learning.

c. Opportunities

Opportunities are macro environment factors and developments that Godrej Agrovet can leverage either to consolidate existing market position or use them for further expansion. Opportunities can emerge from various factors such as - changes in consumer preferences, technological innovations, economic growth, political developments & policy changes, and increase in consumer disposable income. Godrej Agrovet can use developments in artificial intelligence to better predict consumer demand, cater to niche segments, and make better recommendation engines.

d. Threats

Threats are macro environment factors and developments that can derail business model of Godrej Agrovet. Threats can emerge from various factors such as - economic growth, changes in consumer preferences, increase in consumer disposable income, political developments & policy changes, and technological innovations. Godrej Agrovet has to deal with these costs as governments are trying to levy higher environmental taxes to promote cleaner options. For Godrej Agrovet it may result into higher logistics costs and higher packaging costs.

3.2 Internal Analysis of Company

The McKinsey 7s model is useful framework for reviewing an organisations marketing capability from different viewpoints. Development by Tom peters and Robert waterman during

their tenure at McKinsey & Company in the 1970s, the model works well in different types of business of all sectors and size, although it works best in small, medium and large business. Internal analysis is a process of identifying and evaluation an organisations specific characteristics, including its

- Resources
- Capabilities
- Core competencies

The characteristics of McKinney modal based on the characteristics like resources, capabilities, core competencies. These are the main assets of the company that bring the relation to any business mission, goal and objectives. This internal analysis consists through McKinney 7s model figure which gives a clear definition of Godrej Agrovet Limited operations. These all seven elements shows S factor which I connected with the 7 major elements structure, strategy, system, skills, staff, style and shared value. In every company these all of the S factors plays a significant role while internal analysis of the company. A compile reports is presented which considers all of these S factors.

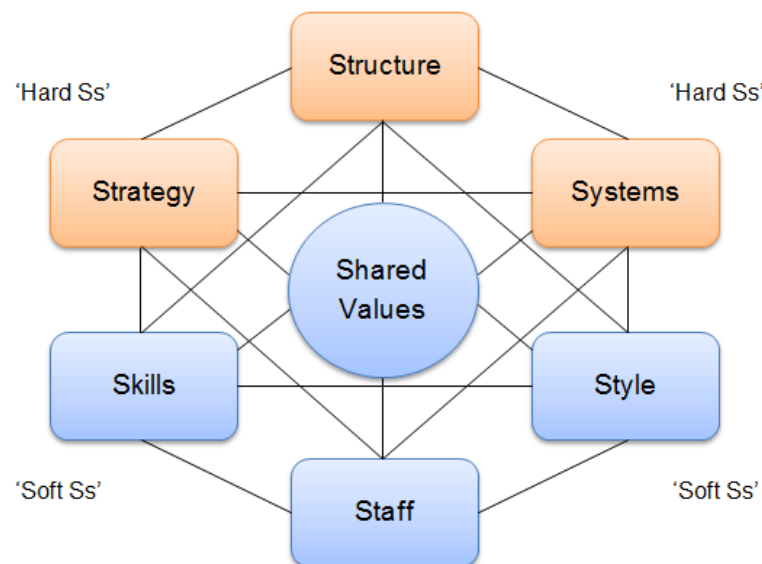


Figure 3.2 McKinsey's 7s model for company operations (Peter.T, 2015)

All group of people in Godrej Agrovet Does work and show their full efforts for superior quality and good customer services and they try to provide as much as better quality products. All employee and workers in the company have ethics value towards clients and they know to give customer satisfaction is the major entity priority.

• **Strategy**

The Godrej Agrovet Company has their clear strategy in mind. The company has a goal to increase the productivity and quality of farmer and provide better quality services and with effective price. The top city Mumbai where is lots of business regarding Agrovet industrializations. Godrej Agrovet Limited (GAVL) is a diversified, Research & Development backed agri-business Company, dedicated to improving the productivity of Indian farmers by innovating to sustainably increase crop and livestock yields and help feed our nation. Being an inspiring employer has been key to GAVL's strategy. The author all the various aspect of the company and tried to make qualitative research on what people want and how they can solve the problems of people.

- **System**

Godrej Agrovet Private Limited have various factors that show how its system works; Training: Godrej Agrovet train its staff thoroughly with several services till well behaved attitude. The major part of business its products production and customer services. Production process: It is considered as a challenging task because it involves so much skills to do it. Currently company using advance techniques to make the products. They use agriculture seed and make animal feed with advance chemicals.

- **Skills**

The skill refer to the company capability to perform within its competitors. Godrej Agrovet high quality staff has several skill advantages to perform well. Mostly staff has studied under the agriculture and animal field. The knowledge of worker showed the great value towards customers.

- **Staff**

The total number of worker in the company is 113 and currently working in the Godrej Agrovet Khanna city and the whole staff is living in the local area and of course all staff is India and knows Hindi, English and Punjabi language. All staff is experience and skilled in the same field.

- **Styles**

The organisation style of the company is very innovative and flexible. Their team management and worker finding way to learn always new things and utilize their time in a good way. The staff is self-responsible regarding their works and given responsibilities.

- **Structure**

The Godrej Agrovet Limited Company have functional structure, which has meaning that the company is divided as per specialization of company department. All the employees in the company believes in to providing quality services due to the various department or person's work together.

Figure 3.3 Godrej Agrovet Regional Company Structure (Author)

The following figure 3.1 shows the company structure of Godrej Agrovet Private Limited. There is production manager, finance manager, marketing manager, HR & administration department and Quality control management and all management have their own teams.

3.3 Existing company Strategies

The Godrej Agrovet company main headquarter is in Mumbai city India. The company has big industrial area all over the world and the company also has different branches all over the India, in different regions. The company has one of the Agrovet branch is in Khanna, Punjab region. The Godrej Company has their own strategies in order to maintain its standard in the market.

- **Marketing mix**

The phase of marketing blend is prominently known 4P's. It is thought about that there is numerous components that impact to clients to get the item or administration from the organisation or not. The marketing blend is a basic piece of present day marketing. These instruments that will assist the organisation with reaching its objectives decided in the marketing strategy. The products and services which is delivered by the production company is defined and it's appreciated by clients. The company make their strategies under the marketing mix. The other important concept in marketing mix is sale promotion part. The positive perception on the part of customers comes through the products and services that create value for them and provides them with satisfaction, which gives the organization a notable edge over its competitors (Kotler, 2011). Advertisement & promotion activities increase company brand image and it helps to get more customers.

Figure 3.4 The traditional four P's of marketing mix (Kotler.P, 2011)

The following figure 3.3 shows about the four P's of the Godrej Agrovet which shows the company existing strategy. Company target to the Place, product, price and promotion and there following description given below.

- **Products**

Godrej is a multi-dimensional company that deals in various sectors as diverse as agricultural products, security systems, furniture, appliances, consumer products, real estate and industrial engineering. Animal feeds and agrochemicals come under its kitty of agricultural products . The make all kind of products to satisfy the consumer needs. The company wanted to be a part of consumer day to day life. They study the consumer needs and provide them the product according to their expectation. The first strategy is covering the product demand by consumer. Kotler and Armstrong describe a product as “anything offered to a market for attention, acquisition, use, or consumption that might satisfy a need or want.” On the contrary, a service can be defined as “any activity or benefit that one party can offer to another that is essentially intangible and does not result in ownership of anything” (Kotler & Armstrong, 2012).

- **Place**

Godrej has set up an effective distribution channel to maximize the sales of its products. The focus is also on the easy availability of the products to the consumers. The distribution network is very widely spread to reach both the urban and rural markets quite easily. Its sales team comprises of at least two hundred and fifty staff members spread all over the country in different places. The distribution channels comprise all those activities that contribute to the delivery of the product or service to the customer. These channels help the organization to promote, sell, and distribute its goods to final buyers, such as resellers, physical distribution firms, marketing services agencies, and financial intermediaries (Kotler & Armstrong, 2012).

- **Price**

The second stage is pricing of the product. The product provided by the company the aware about the cost of the product. Godrej has decided to keep its pricing policy competitive and individual. It has maintained a strategy of good pricing that helps in market penetration , creating and maintaining the demands in the market and creating monopolies for some of its items. It also paves the way for retaining its existing customers and maintaining a good grip on the market economy. Godrej believes in value added pricing system and therefore uses the pricing strategies to maintain its hold on the consumers. It has adopted its pricing policies

according to its products as well as the target audience. (Avlonitis and Indounas, 2005) stated that the main pricing objectives are to hold on to profitable customers, to attract new customers, and to satisfy the customers' needs

- **Promotion**

Godrej has gone for an all-out promotional strategy that is well planned and is executed at the highest level in order to communicate with the consumers. Advertising is a very efficient tool in the Indian market and Godrej has roped in some of the most famous celebrities to become its brand ambassadors. Advertisements are shown in the print media like the magazines, newspapers and billboards. The most important medium for the advertisements is the television and internet. The catchy tunes, smart one-liners and celebrities are a winsome collection in the Indian market for promoting a product successfully.

Packaging is also an integral part of Godrej's promotional system. It has used various colour schemes as well as designs so that all its products look attractive and eye catching. Packaging should be such that it would provide ample protection for maintaining the form of the basic product. Godrej also has given a lot of thought on the labelling of its products. The labels are in at least three different languages so that the consumer can easily identify the product and go through the various information and instruction written on them. Kotler and Armstrong (2012) defined promotion as human activities based on a communication process that can be directed via personal selling points or indirectly via advertising messages through the media.

These are the company strength, weakness, threat and opportunity which make the company more strong because the analyse company internally or externally make the company more effective and they could know about their strong and weak points with the help of it the could able to find the opportunities for future and understand the treats with the help of forecasting.

3.4 Competitors employee satisfaction and dissatisfaction analysis

Nowadays organisation want to be successful in their own field and they adopt many new things to be on the top in the industry. In between employee are the main part in the company development and their satisfaction and dissatisfaction responsibility under the company management. They could satisfy their employee with so many ways and worker can face dissatisfaction under the situation of company weakness. Here are the example of some competitive company analysis:

Table 3.1

Company	Employee job satisfaction	Employee job dissatisfaction
Verka	Providing motivational working environment and up to date training and knowledge, co-worker support, rewards and procedural justice and supervisor support.	Health issues due to overstress, routine job in the project, unchallenging tasks.
Amul	Challenging work environment, fair rewards and recognition, and	Only negative feedback from team leader, discussing only failure, and poor relationship

	recognition for clients.	with supervisor.
Hindustan animal feed	Co- worker support, opportunities for career development and challenging projects	Lack of career development, and poor interaction with colleagues, resist changing, lack of training, stress and over load.
Ocean Agro	Updated training, concern towards employee's feelings social responsibility and job security.	No support from colleagues, lack of involvement in decision making and no challenging work.
Britannia	Flexible work schedules, regular feedback, fair rewards and recognition, training, offshore projects and challenging projects. New working environment for employee personal skill development, health security and job security with other benefits.	Employee efforts are not considered and valued; projects may not be stimulating, tedious/ unchallenging tasks more stress and additional tasks to complete the projects with in specified time period.

Table 3.1 Competitive company employee satisfaction and dissatisfaction analysis created by Author, 2019

The following table 3.1 given information about the five different production companies and showing the satisfaction and dissatisfaction reasons faced by worker.

3.4 Analyzing company financial status

The company financial status shows the company status in the market and it also shows the company profit or loss status. The author has shown the Godrej Agrovet financial status of the five different year balance sheet. Which is indicate the different Assets and Liability of the Godrej Agrovet Limited from the year 2015 to 2019.

Table 3.2

Rs (In crores)

Liabilities	Mar'19	Mar'18	Mar'17	Mar'16	Mar'15
Share Capital	192.03	192.03	185.14	92.57	92.56
Reserves & Surplus	1198.85	1096.85	717.48	605.54	499.38
Net Worth	1390.88	1288.88	902.62	698.11	591.94
Secured Loan	4.71	8.92	0	0	0
Unsecured Loan	103.99	205.92	482.01	1147.69	684.5
TOTAL LIABILITIES	1499.58	1503.72	1384.64	1845.81	1276.45
Assets	Mar'19	Mar'18	Mar'17	Mar'16	Mar'15
Gross Block	1029.8	829.51	788.35	723.78	611.09
(-) Acc. Depreciation	196.12	139.45	88.67	41.97	79.91
Net Block	833.68	690.06	699.68	681.81	531.18
Capital Work in Progress	67.98	118.55	34.99	45.97	150.38
Investments	547.4	532.47	505.99	481.77	149.28

Inventories	674.97	551.19	573.04	522.84	387
Sundry Debtors	588.38	489.99	407.45	366.18	266.79
Cash and Bank	13.69	12.36	44.46	26.2	16.29
Loans and Advances	165.02	176.08	133.24	267.11	203.8
Total Current Assets	1442.06	1229.62	1158.19	1182.33	873.88
Current Liabilities	1350.04	1033.2	986.21	531.86	414.69
Provisions	41.5	33.78	28	14.21	13.58
Total Current Liabilities	1391.54	1066.98	1014.21	546.07	428.28
NET CURRENT ASSETS	50.52	162.64	143.98	636.26	445.6
TOTAL ASSETS(A+B+C+D+E)	1499.58	1503.72	1384.64	1845.81	1276.45

Table 3.2 Godrej Agrovet financial Balance sheet during years 2015 to 2019
<https://economictimes.indiatimes.com>

The given balance sheet of the Godrej Agrovet Private Limited shows the profit and loss status of the company of the previous five year balance sheet. The table 3.2 is the financial balance of the company which is showing the development of the company if we compare the balance sheet with the previous years.

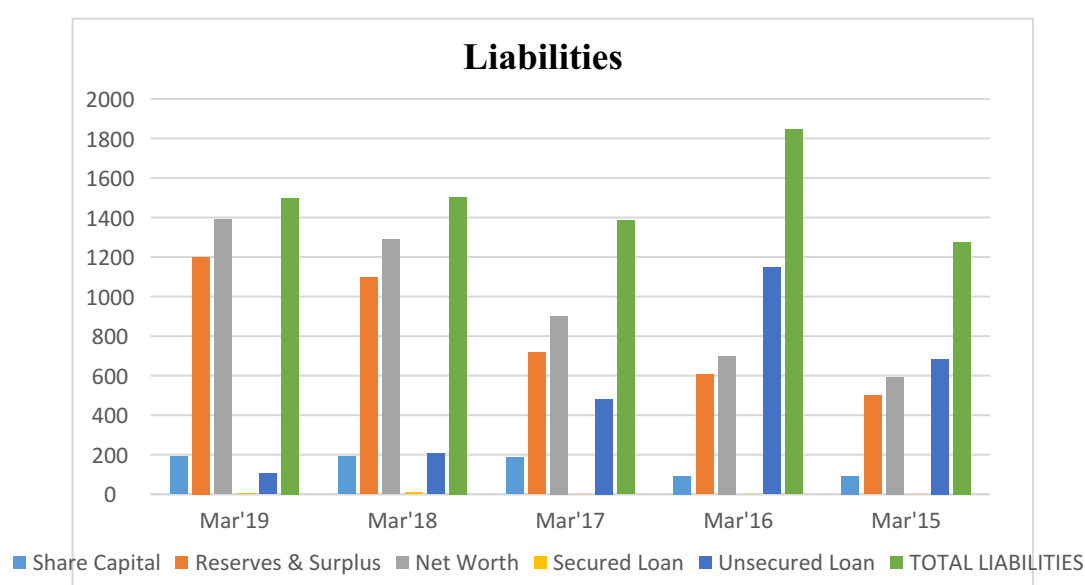


Figure 3.5 Financial Statement of Godrej Agrovet Liabilities during 2015 to 2019

The following figure 3.5 shows the liabilities of Godrej Agrovet years 2015 to 2019 financial year. The graph clearly shows the liabilities of the company and the following years 2015 to 2019 total liabilities increasing year by year. But year 2016 total liability was higher rather than other year total liabilities.

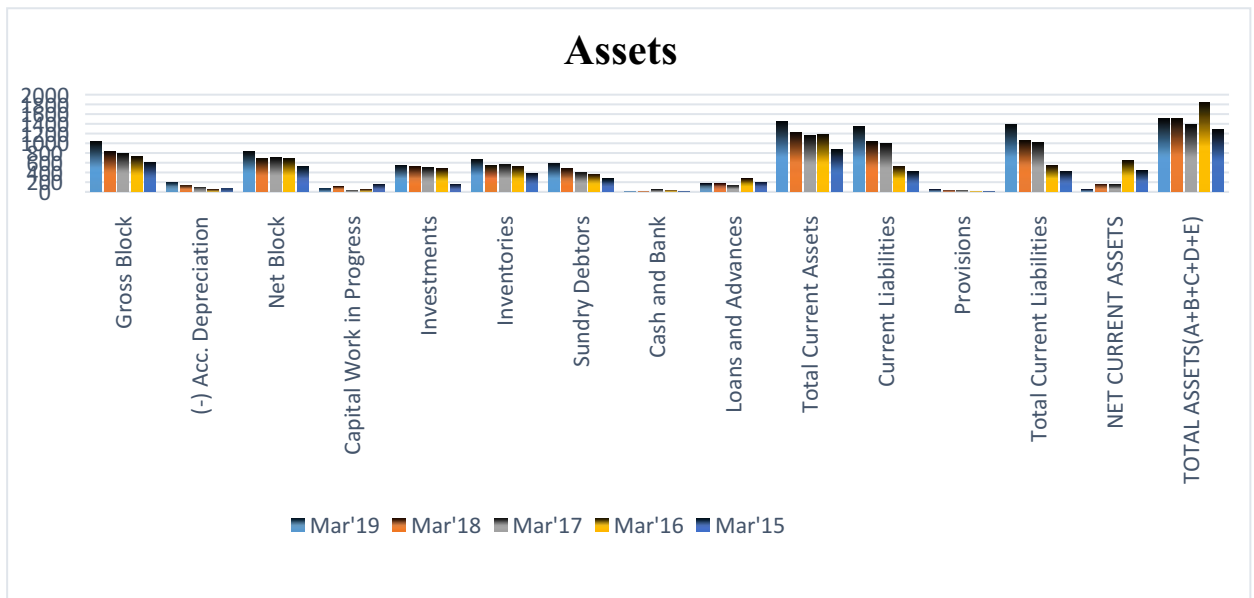


Figure 3.6 Financial statement of Godrej Agrovet Assets during 2015 to 2019

As we can see these figures 3.6 of the company balance sheet from the years 2015 to 2019. According to the company assets it shows the continue development in the company. The company is rising year by year. And the total liability and assets of the Godrej Agrovet values has same it means the company has their great financial status in the India industries. It's also shows that how company has strong financial status.

4. MOTIVATIONAL STRATEGIES FOR EMPLOYEE JOB SATISFACTION

Motivation plays very important role to providing them maximum job satisfaction. It is works like boost to the employee to get attached with their work. Which is beneficial for the organisation also. As a part of such a competitive business environment every organization has to plan and strategize as per the prevailing business situation.. The organizations have also realized the importance of building internal competency and capacity so as to survive and compete in this dynamic business environment. Ensuring employee commitment towards organizational objective has been a critical issue faced by majority of the organization. Organizations are doing their best in understanding various factors which could motivate the employees and make sure of the required commitment towards organizational objective. The organizations failing to development such framework of organizational practices will result in to high turnover of employees which will burden organization with extra cost of hiring and training new employees as well as non execution of organization plans and strategies in the desired manner and low productivity and performance.

The four most important indicators are factors that are somewhat amenable to change. For example, increasing training opportunities, improving the physical working conditions and environment through improved physical structures, equipment, and materials, may help improve these important working conditions. Other highly discordant factors (greater than 40% discordance) included opportunity to advance, good employment benefits, time for family life, good income, and being based in a good location (Peters et al, 2010). These factors of job satisfaction are very dynamic in nature and every factor has a varying effect on the employee motivation.

4.1 Research Methodology

There are two sort of research methodology approach qualitative and quantitative. Both methods have their different way to find the solution. In case of quantitative research method is used to quality the problem by way of gathering numerical data or data that can be transformed into usable statistics. Basically it is used to quantify attitude, opinion and behaviours and shows result from the large community with the help of survey. It also includes gathering methods, for example, questionnaire and data analysis that create or use numeric information's. On the other hand qualitative research is regularly utilized an equivalent word of any non-information gathering strategies for example interview, personal meetings or data analysis way that produces or uses non numerical data information. The research has chosen qualitative research methods for the numerical information because this is the best way to test theoretical part in the term of company services.

In **quantitative research** author tried to describe that how many employees are satisfied and dissatisfied with the working condition and services given to employees in the company. The opinion of the people has gathered in the term of numbers. As we know, quantitative Research is utilized to measure the issue by method for producing numerical information or information that can be changed into usable insights. Quantitative information accumulation strategies are significantly more organized than Qualitative information gathering techniques. Quantitative information gathering techniques incorporate different types of reviews – online overviews, paper studies, versatile studies and booth studies, eye to eye interviews, phone interviews, longitudinal examines, site interceptors, online surveys, and orderly perceptions. The aim quantitative research to understand the social reality, group and culture as much as possible. Thus people and group, are studied in their natural setting (Denzin and Lincoln, 1944)

In order to find out company services along with motivational strategies for Godrej Agrovat the combination of qualitative and quantitative method are necessity.

Qualitative method qualitative Research is primarily exploratory research. It is used to gain an understanding of underlying reasons, opinions, and motivations of the respondent. It provides information regarding insights into the problem or helps to develop ideas or hypotheses for potential quantitative research. Qualitative Research is also used to uncover trends in thought and opinions, and dive deeper into the problem. Qualitative data collection methods vary using unstructured or semi-structured techniques. Some common methods include focus group discussions, individual interviews, particular discussion involve two person those are interviewer and interviewee. As per the rules there is close ended questionnaire survey response that can be done by tick mark in the check box (Denscombe, 2010). The sample size is typically small, and respondents are selected to fulfil a given quota. The researcher collect the information from the employee and the management department.

The author also collected data from the university library. The researcher studied the books based on employee motivation, job satisfaction among employee, tools of motivation and model of motivation, Godrej Agrovat company web site. The author collected data from the company management with personal interview and financial information from the collected by secondary data author used books, articles and internet sources.

- **Quantitative research methodology**

Basically quantitative research is process of collection of data though numerical analysis. In this process author conducted survey questionnaire. The major goal of the survey to get the employee

opinion and to know the satisfaction and dissatisfaction of the employee. The survey has conducted by the researcher with the help of personal meet ups with the employees and get to know about the company working environment and the policies provided by the company to satisfy the consumer. There were 19 questions that all were service based those define the satisfaction and dissatisfaction of the worker. Maximum 60 respondent has answered the question according to their personal opinion and that data was collected by author in the company face to face. After the result author able to judge the satisfaction level in the company among the employees and also able to understand the level of dissatisfaction level among the employees. To elaborate gently author made a table that will mention how much percent worker response for particular working environment. Which services of the company are under the favour of employees? All these review of worker author get after conducted the survey and try to mention in the master thesis. Below in the description of the respondent characteristics and information of questionnaire research, and survey description and survey analysis.

4.2 Employee survey

Respondent characteristics

Survey questionnaire was sent to 113 employees in the Godrej Agrovet. Author could able to collected response only from 60 respondents. The major age group of the worker between 20-25, 26-35, 36-50 and 50 and above.

Characteristics of the research Questionnaire

The research was conducted to show that how many worker satisfy, neutral and dissatisfy with the working environment in the Godrej Agrovet Private Limited. The author conducted different working condition for analysis of employee attitude and the way of behaviour.

Survey description

The questionnaire survey was employ as a quantitative research strategy. The author gave questionnaire to 113 employees but able to get only 60 responses. The response from the employees is very important for the Godrej Agrovet Company. After completed the survey company will come to know about the satisfaction and dissatisfaction level of their employee and they could also come to know about their model of motivation and their improvement with motivation. The author collected the survey from the employees in the company and give the 19 question for tick box like satisfy, highly satisfy, natural, dissatisfy and highly dissatisfy they shared their opinion with the way to tick the right box according to their personal experience in the company.

Survey analysis

While conducting the survey author focused on all group of worker like their youngsters, experienced worker and their designation and their gender as well. It shows that satisfaction and dissatisfaction level among the employees. And where they need motivational model for satisfy their worker on the work place.

TOOLS USED FOR ANALYSIS

Analysis is essential for a scientific study and for ensuring that we have all relevant data for making contemplated comparison. Therefore, I have used Tabulation, Graphs, and Pie charts and analysed using statistical methods used in my project like.

- ✓ Simple percentage analysis
- ✓ Likert scale and chi- square test

SIMPLE PERCENTAGE ANALYSIS

Percentage refers to a special kind of ratio in evaluating comparison between two or more sources of data.

Statistical Tool Used For Analysis

a. SIMPLE PERCENTAGE ANALYSIS:

$$\text{Percentage of Respondents} = \frac{\text{Number of Respondents}}{\text{Total Respondents}} \times 100$$

b. CHI- SQUARE TEST:

$$\text{Chi- square} = \chi^2 = \sum \frac{(O - E)^2}{E}$$

c. LIKERT SCALE

The likert scale use it to get an overall measurement of a particular topic, experience and also collect specific data on contributing factors.

Choose a particular scale (3 point, 5 point, 7 point) and use it as your standard to cut down on potential confusion and fatigue. This is also allow for comparisons within and between your data sets. Which is giving information of the data range.

Question 1: Designation

The below mentioned table represent the demographic data of the sample from which the information has been collected in this study. The designation of the respondents has been mentioned in the below table. It shows that 60 worker responded in this survey, which is quite enough for the analysis

Table 4.1

Designation of respondents			
S.No	Designation	No. of respondents	Percentage %
1.	Blue collar	30	50%
2.	White collar	30	50%
	Total	60	100%

The given table 4.1 shows that the survey in the company it analysis the employee designation. Which shows that blue collar employees and white collar employee designation and the number of respondent in the white collar designation 30 and same respondents in blue collar designation.

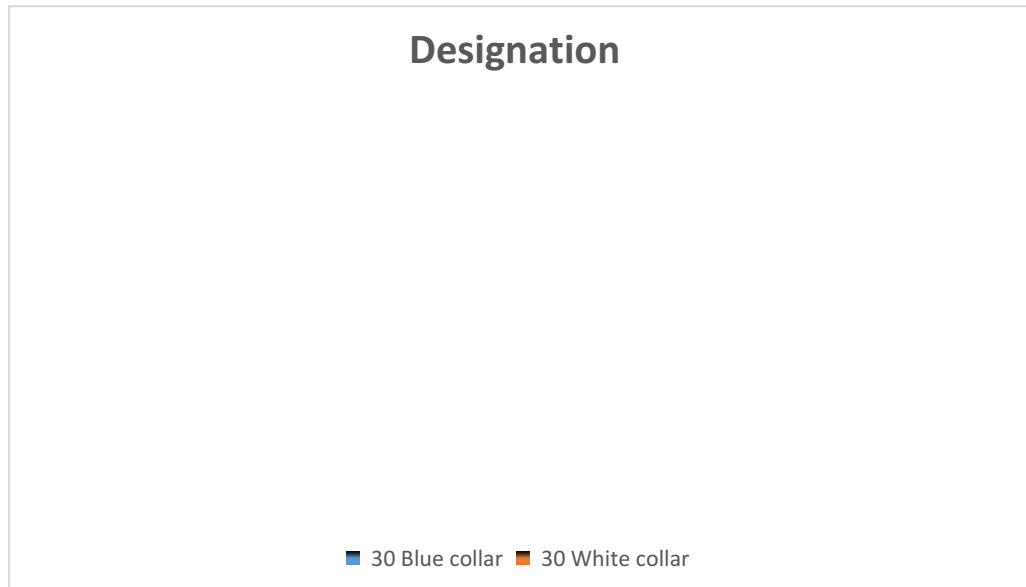


Figure 4.1 Designation of respondents

Results: The following figure 4.1 shows that the data in the present study has been collected from the workers of the Godrej Agrovet Company. The whole data collected under the company employees and the management team. The above table shows the designation of the respondents at Godrej Agrovet Limited based on their designation. It can be inferred that from a total of 60 respondents, the (50%) blue collar and other (50%) employees are white collar employees.

Question 2: Age

The below mentioned table represent the demographic data of the respondent in the form of Age. The total number employees in which age group the survey has been mentioned in the table.

Table 4.2

Age Wise Classification of the Respondents			
S.No	Age	No. of employees	Percentage %
1.	20-25	5	9%
2.	26-35	36	60%
3.	36-50	17	28%
4.	50 & above	2	3%
	Total	60	100%

The given table 4.2 shows that the majority of the employees that falls in the age group of 26-35 years. They are the maximum age group workers who participated and replied in this survey. The second age group those replied belongs to the age group 36-50 years. The third one 20-25 years and the last one of the 50 years and above age who replied in this survey.

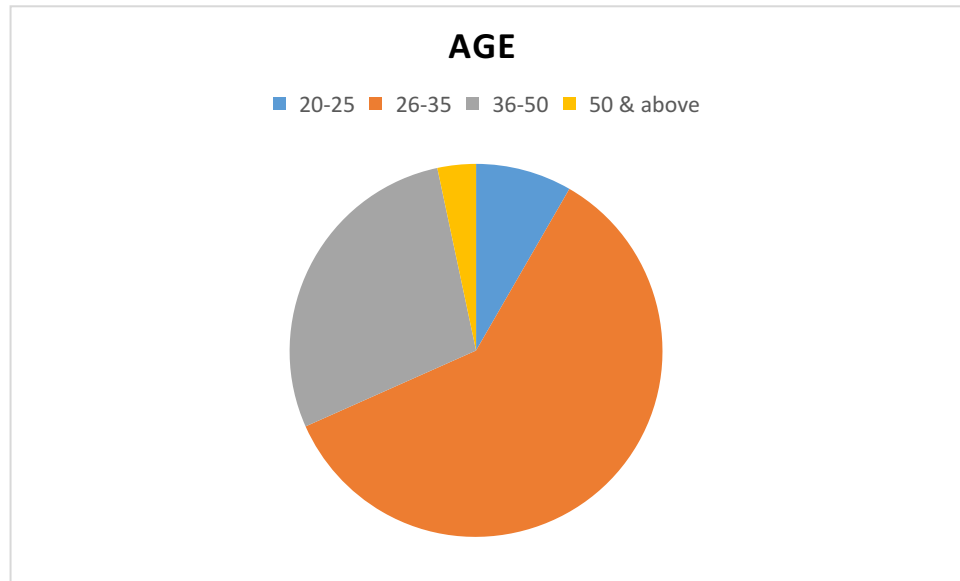


Figure 4.2 Age Wise Classification of the Respondents

Results: The following figure 4.2 shows the age wise classification of the respondents. As inference from the table the majority (60%) of the respondents are in the age group of 26-35 and second high majority of respondent 36-50 years 28% and 9% of the respondents are in the age group of 20-25 years also 3% respondents are 50 above.

Question 3: Income

The mention below table outlines the demographic data of the respondents in the form of Income. It shows that 60 employees responded in this survey, and how much they are getting from their present work.

Table 4.3

S.No	Income	No. of employees	Percentage %
1.	Below 10,000	2	3%
2.	10,000-25,000	38	64%
3.	25,000-50,000	15	25%
4.	50,000 & above	5	8%
	Total	60	100%

The following table 4.3 shows that the majority of 38 employees are getting 10,000- 25,000 income and the second group of 15 employee's income is 25,000-50,000. The third one is 5 number of respondent income 50,000 & above and at the end 2 respondent income is below 10,000.

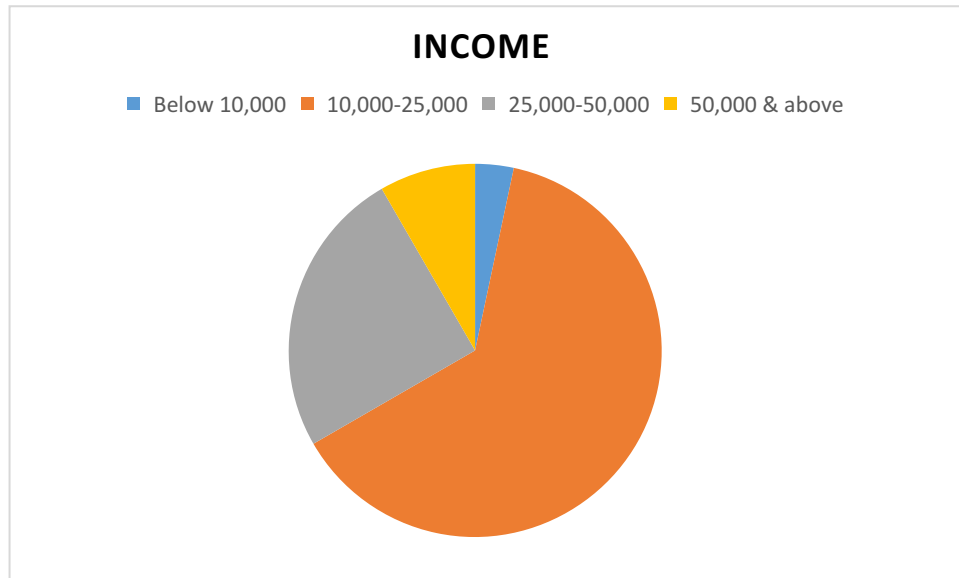


Figure 4.3 Income Wise Classification of the Respondents

Results: The above figure 4.3 shows the income wise classification of the respondents. As inference from the table the majority (64%) of respondents are getting 10,000-25,000 income 25% respondents are getting 25,000-50,000 income in the company and 8% respondent are getting the 50,000 & above income in the company and on the other side 3% respondents are getting below 10,000 income which is lower than others.

Question 4: Gender

The mentioned below table outlines the demographic data of the respondent in the form of gender. The total numbers of males and females participated in the survey has been mentioned in the table.

Table 4.4

Gender Wise Classification of the Respondents

S.No	Gender	No. of employees	Percentage %
1.	Male	54	90%
2.	Female	6	10%
	Total	60	100%

The above the table 4.4 shows that out of total number of respondent 54male responded which maximum number in the table, 6 female is given responded.

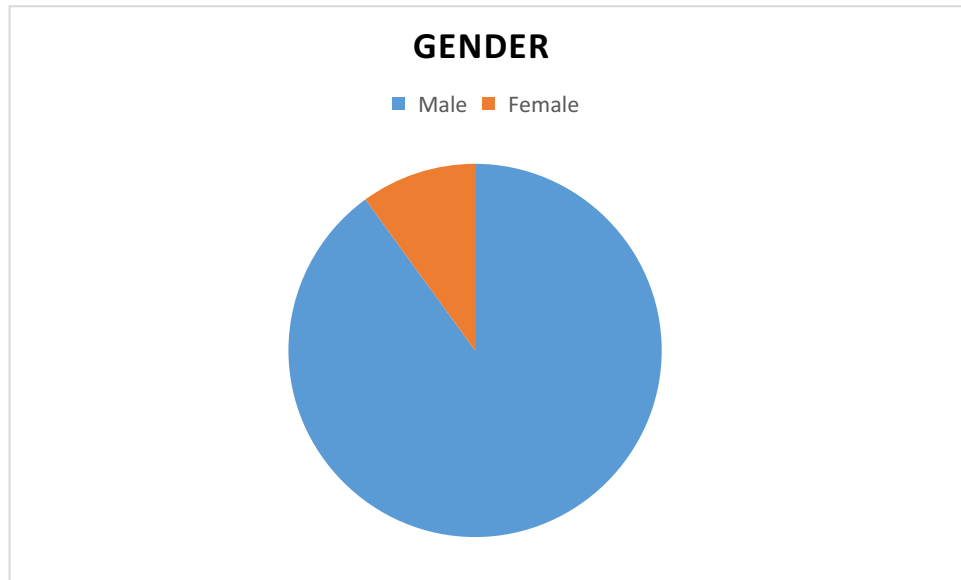


Figure 4.4 Gender Wise Classification of the Respondents

Results: The above Figure 4.4 shows the gender wise classification of the respondents. It can be inferred that from a total of 60 respondents, the majority of the respondents are male (90%) and 10% of the respondents are female.

Question 5: Experience

The mentioned below table outlines the respondent's employees experience in the Godrej Agrovet Company.

Table 4.5

Experience wise classification of the respondents			
S.No	Experience	No. of employees	Percentage %
1.	Less than year	0	0%
2.	1-5 years	28	47%
3.	5-10 years	15	25%
4.	10 & more	17	28%
	Total	60	100%

The given table 4.5 shows that the maximum majority of the 28 employees has 1-5 years of experience. Second majority of the 17 respondents has 10 & more years of experience. The third

one 15 respondents has 5-10 years of experience. There is no employee who is working in the company without having any experience.

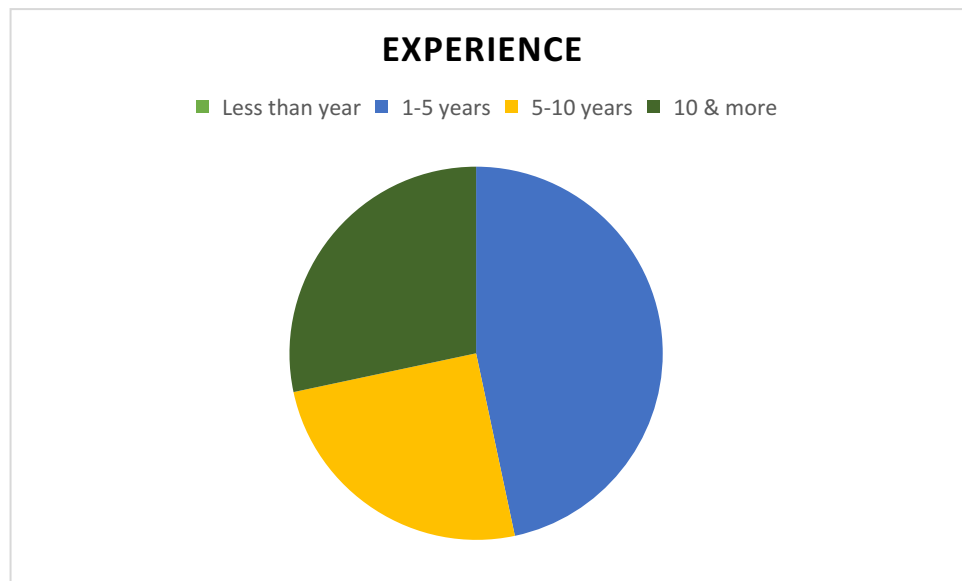


Figure 4.5 Experience wise classification of the respondents

Results: The above figure 4.5 shows the years of experience the respondents have with Godrej Agrovet Limited. The Inference from the table that 47% of the respondents have 1-5 years' experience also 28% and 25% of the respondents have 10 & more year and 5-10 years' experience although not respondent have less than year experience.

Question 6: How many respondents have given their opinion according to the working conditions?

This table represents that respondent's opinion according to the working condition in the Godrej Agrovet.

Table 4.6

Satisfaction with the working conditions in favour of employees				
S.No	Options	No. of respondents	Percentage %	Mean value
1.	Highly satisfied	38	63%	3.17
2.	Satisfied	22	37%	1.47
3.	Neutral	0	0%	0
4.	Dissatisfied	0	0%	0
5.	Highly dissatisfied	0	0%	0
	Total	60	100%	4.64

The above table 4.6 shows that maximum 38 number of respondents are highly satisfied with the working conditions and 22 respondents satisfied with the company working condition. That is really impressive that there is no any respondents which is neutral, dissatisfied, highly dissatisfied.

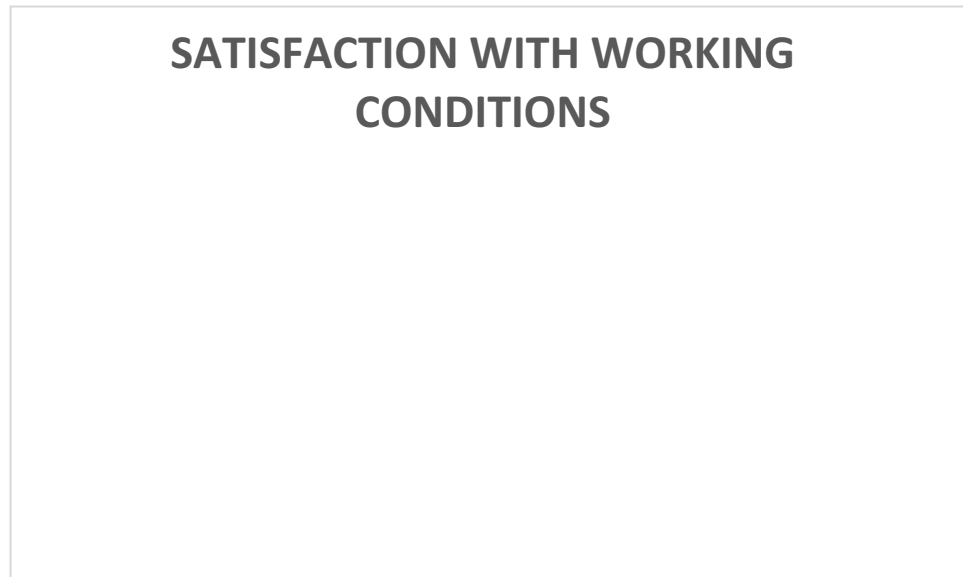


Figure 4.6 Satisfaction with the working conditions in favour of employees

Results: The above figure 4.6 shows that 63% employees are highly satisfied with the working conditions and 37% employees are satisfied with working conditions No employee is neutral, dissatisfied or highly dissatisfied with working conditions in the company. Even the liker scale mean value 4.64 showing that overall employees are highly satisfied with the working condition.

Question 7: How many respondents have given their opinion according to the working hours?

Table 4.7

Satisfaction with the working hours in favour of employees				
S.No	Options	No.of respondents	Percentage %	Mean value
1.	Highly satisfied	35	58%	2.92
2.	Satisfied	15	25%	1
3.	Neutral	10	17%	0.5
4.	Dissatisfied	0	0%	0
5.	Highly dissatisfied	0	0%	0
	Total	60	100%	4.42

The above table shows that maximum 35 number of respondents are highly satisfied with the working conditions and 15 respondents satisfied with the company working condition and 10

respondents neutral regarding their opinion. That is really impressive that there is no any respondents which is dissatisfied, highly dissatisfied.

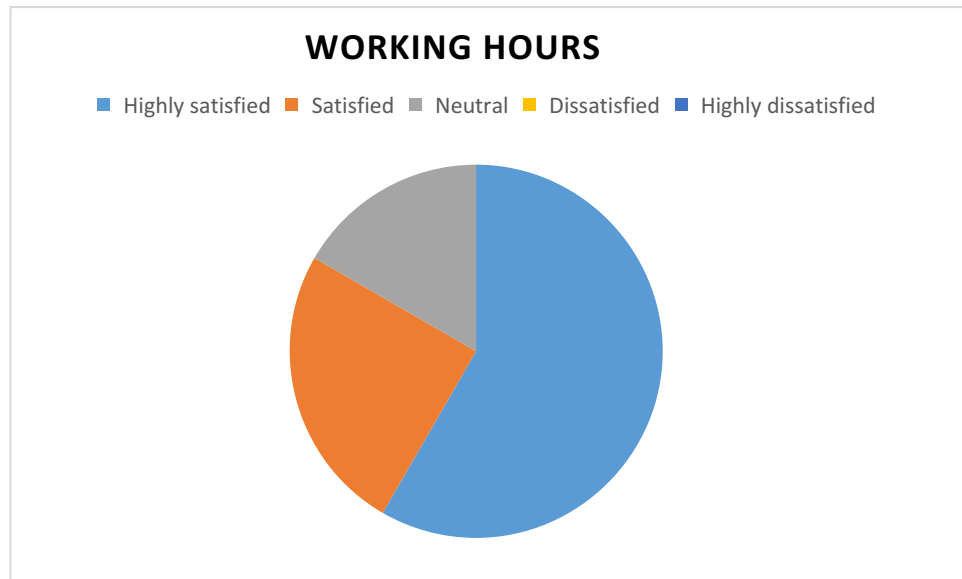


Figure 4.7 Satisfaction with the working hours in favour of employees

Results: The above the figure 4.7 shows that 58% employees are highly satisfied with the working hours. 25% employees are satisfied with working hours and 17% employees are neutral with working hours. No employee dissatisfied or highly dissatisfied with working hours in the company.

Even the likert scale mean value 4.42 showing that overall employees are highly satisfied with the working hours.

Question 8: How many respondents have given their opinion according to the promotional policies?

Table 4.8

Satisfaction of Employees with Promotional Policies				
S.No	Options	No. of respondents	Percentage %	Mean value
1.	Highly satisfied	34	57%	0.56
2.	Satisfied	26	43%	0.86
3.	Neutral	0	0%	0
4.	Dissatisfied	0	0%	0
5.	Highly dissatisfied	0	0%	0
	Total	60	100%	1.42

The above table 4.8 shows that maximum 34 number of respondents are highly satisfied with the promotion policies and 26 respondents satisfied with the company promotional policies and That is really impressive that there is no any respondents which is neutral, dissatisfied, highly dissatisfied.



Figure 4.8 Satisfaction of Employees with Promotional Policies

Results: The above the figure 4.8 shows that 57% employees are highly satisfied with the promotional policies. 43% employees are satisfied with promotional policies and No employee is neutral, dissatisfied or highly dissatisfied with promotional policies in the company. Even the likert scale mean value 1.42 showing that overall employees are satisfied with the promotional policies.

Question 9: How many respondents have given their opinion after getting the salary on time?

Table 4.9

Getting Salary on Time:

S.No	Options	No.of respondents	Percentage %	Mean value
1.	Highly satisfied	42	70%	3.5
2.	Satisfied	12	20%	0.8
3.	Neutral	6	10%	0.3
4.	Dissatisfied	0	0%	0
5.	Highly dissatisfied	0	0%	0
	Total	60	100%	4.6

The above table 4.9 shows that maximum 42 number of respondents are highly satisfied with the getting salary on time, 12 respondents satisfied and 6 respondents neutral regarding their opinion. That is really impressive that there is no any respondents which is dissatisfied, highly dissatisfied.



Figure 4.9 Satisfaction of employees regarding getting salary on time

Result: The above the Figure 4.9 shows that 70% employees are highly satisfied with the salary 20% employees are satisfied with salary and 10% employees are neutral with the salary No employee is dissatisfied or highly dissatisfied with salary in the company.

Even the likert scale mean value 4.6 showing that overall employees are highly satisfied with getting salary on time.

Question 10: How many respondents have given their opinion in the case of job security?

Table 4.10

Satisfaction Regarding Job Security				
S.NO	Options	No. of respondents	Percentage %	Mean value
1.	Highly satisfied	40	67%	3.33
2.	Satisfied	20	33%	1.33
3.	Neutral	0	0%	0
4.	Dissatisfied	0	0%	0
5.	Highly dissatisfied	0	0%	0
	Total	60	100%	4.66

The above table 4.10 shows that maximum 40 number of respondents are highly satisfied with their job security and 20 respondents satisfied with the company provided job security and That

is really impressive that there is no any respondents which is neutral, dissatisfied, highly dissatisfied.

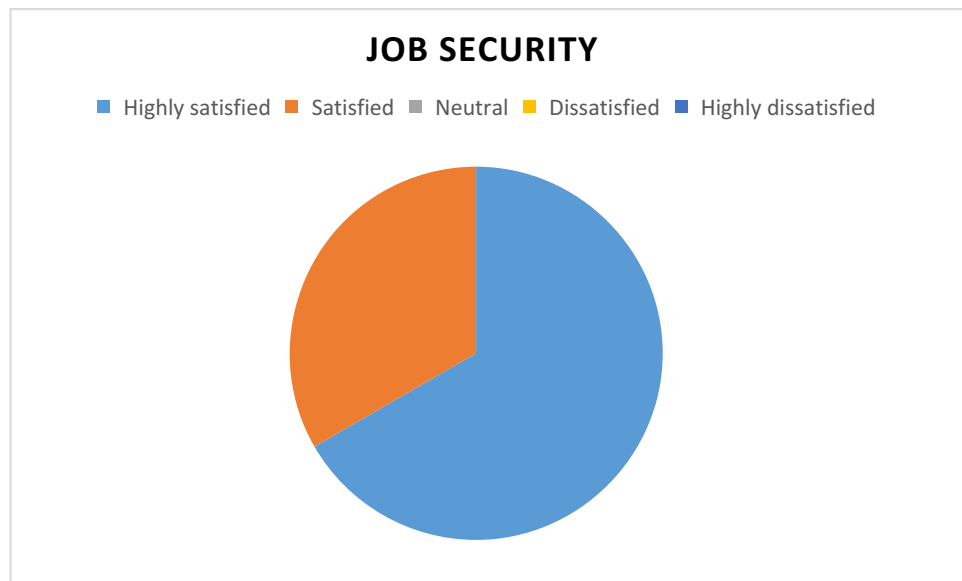


Figure 4.10 Satisfaction Regarding Job Security

Results: The above the figure 4.10 shows that 40% employees are highly satisfied with job security 20% employees are satisfied with job security and No employee is neutral, dissatisfied or highly dissatisfied with job security in the company.

Even the likert scale mean value 4.66 showing that overall employees are highly satisfied with job security in the company.

Question 11: How many respondents have given their opinion in the case of medical facilities?

Table 4.11

S.No	Options	No.of respondents	Percentage %	Mean value
1.	Highly satisfied	42	70%	3.5
2.	Satisfied	15	25%	0.75
3.	Neutral	3	5%	0.15
4.	Dissatisfied	0	0%	0
5.	Highly dissatisfied	0	0%	0
	Total	60	100%	4.4

The above table 4.11 shows that maximum 42 number of respondents are highly satisfied with the getting medical facility, 15 respondents satisfied and 3 respondents neutral regarding their

opinion. That is really impressive that there is no any respondents which is dissatisfied, highly dissatisfied.

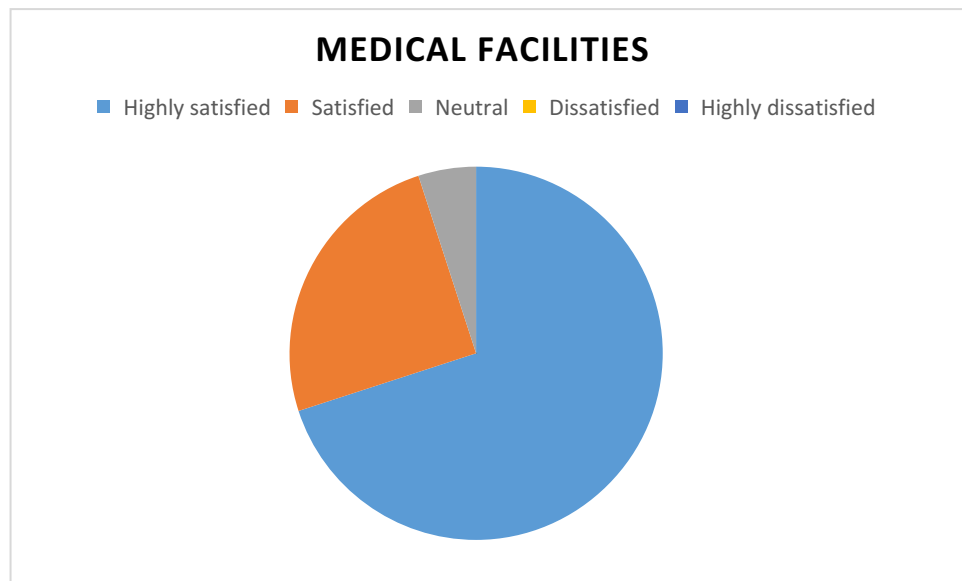


Figure 4.11 Satisfaction Regarding Getting Medical Facilities

Results: The above the figure 4.11 shows that 70% employees are highly satisfied with the medical facilities 25% employees are satisfied with medical facilities and 5% employees are neutral with medical facilities. No employee is dissatisfied or highly dissatisfied with medical facilities in the company.

Even the likert scale mean value 4.4 showing that overall employees are satisfied with medical facilities in the company.

Question 11: How many respondents have given their opinion to take the extra compensation for factory accidents?

Table 4.12

Response on Extra Compensation for Factory Accidents				
S.No	Options	No. of respondents	Percentage %	Mean value
1.	Highly agreed	30	50%	2.5
2.	Agreed	28	47%	1.87
3.	Neutral	2	3%	0.1
4.	Disagreed	0	0%	0
5.	Highly disagreed	0	0%	0
	Total	60	100%	4.47

The above table 4.12 shows that maximum 30 number of respondents are highly agreed with taking the extra compensation for factory accidents, 28 respondents agreed and 2 respondents

neutral regarding their opinion. Besides this, it is really impressive that there is no any respondents which is disagreed, highly disagreed.

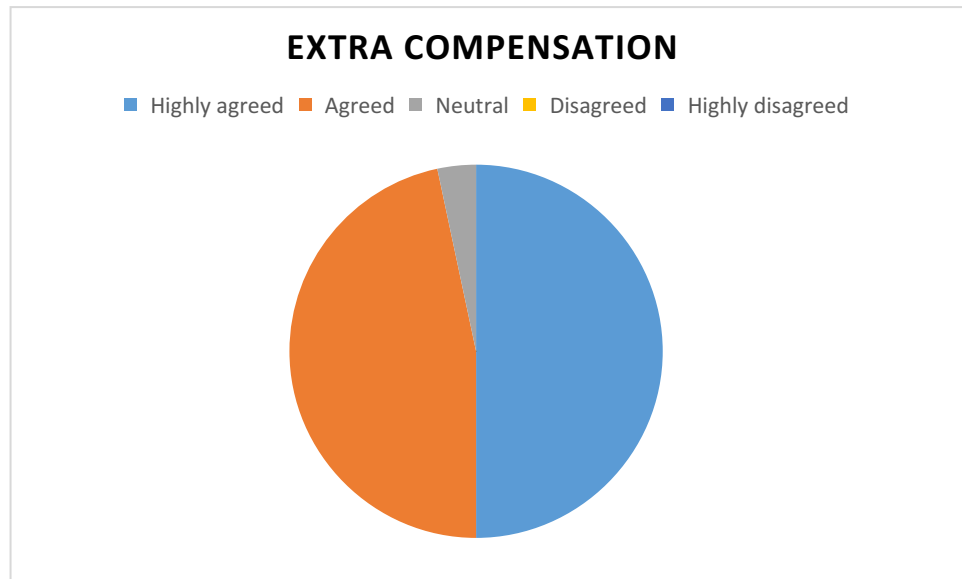


Figure 4.12 Response on Extra Compensation for Factory Accidents

Results: The above the Figure 4.12 shows that 50% employees are strongly agreed of getting compensation for accidents 47% employees are agreed of getting compensation for accidents and 3% employees are neutral of getting compensation for accidents. No employee is disagreeing or highly disagrees with getting compensation for accidents in the company.

Even the likert scale mean value 4.47 proves that overall employees are agreed with getting compensation for accidents in the company.

Question 12: How many respondents have given their opinion to take the Training to Existing and New Employees?

Table 4.13

Employees are agreed to get Training to Existing and New Employees

Options	No. of respondents	Percentage %	Mean value
Strongly agreed	30	50%	2.5
Agree	20	33%	1.33
Neutral	2	3%	0.1
Disagree	6	10%	0.2
Strongly disagree	2	4%	0.03
Total	60	100%	4.16

The given table 4.13 shows that the respondent opinion regarding getting training and add more new employees in the company. The most interesting thing is all kind of category respondents participated and share their valuable opinion. Mostly, 30 respondents strongly agreed ready to take the training and add new employees in the company on the other hand 20 respondents agree

about it and 2 respondents neutral regarding this training section. Moreover, 6 respondents not interested in it and 2 other respondents strongly disagree in this situation.



Figure 4.13 Employees are agreed to get Training to Existing and New Employees

Results: The above the figure 4.13 shows that 50% employees are strongly agreed of getting training 33% employees are agreed of getting training 3%employees are neutral of getting training and 10% employees are disagreeing of getting training 4% employee highly disagrees with getting training in the company. Even the likert scale mean value 4.16 proves that overall employees are highly satisfied with getting training is necessary for all of them at company.

Question 12: How many respondents have given their opinion to take the Training to Existing and New Employees?

Table 4.14

Respondent's opinion for getting facilities like Rest Rooms, Canteen Facilities			
Options	No. of respondents	Percentage %	Mean value
Strongly agreed	30	50%	2.5
Agree	24	40%	1.6
Neutral	6	10%	0.3
Disagree	0	0%	0
Strongly disagree	0	0%	0
Total	60	100%	4.4

The following table 4.14 shows that the opinion of respondents for getting the facility. Maximum 30 respondents strongly agreed to get that facility 24 respondents agree or 6 respondents neutral regarding their opinion. Although, there is no any respondent who response disagree or strongly disagree.

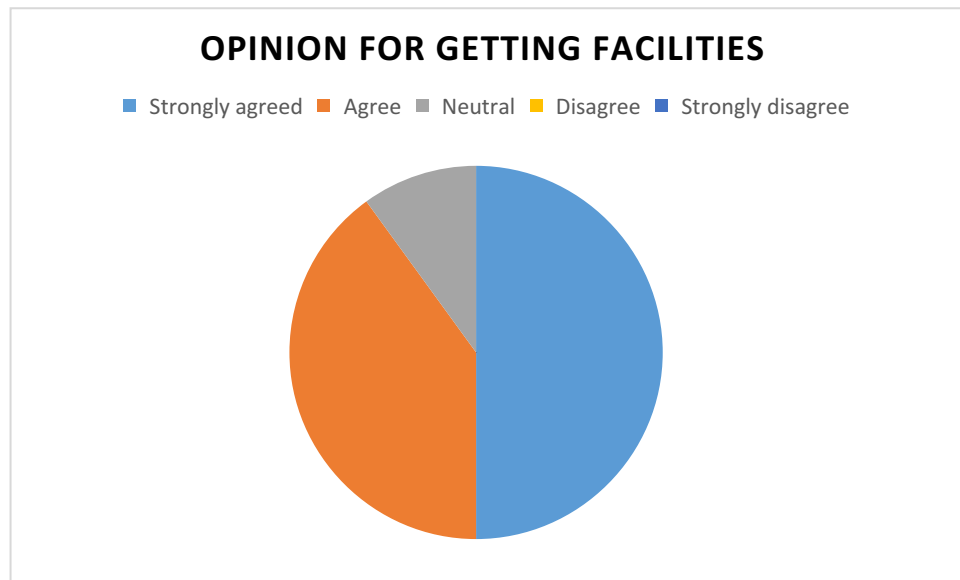


Figure 4.14 Respondent's opinion for getting facilities like Rest Rooms, Canteen Facilities

Results: The above the table shows that 50% employees are strongly agreed of getting other facilities 40% employees are agreed of getting other facilities and 10% employees are neutral of getting other facilities. No employee is disagreeing highly disagrees with getting provision of facilities like, rest rooms, canteen facilities, drinking water etc. at company.

Even the likert scale mean value 4.4 proves that overall employees are agreed with. Provision of facilities like, rest rooms, canteen facilities, drinking water etc. in the company.

4.1.1 Hypothesis of the study

Here we are taking the NULL hypothesis in the following statements as followed:

1. Let us take the null hypothesis that there is no significant difference between the **Designation** of employee and **Promotional Policies** provided by the company to their employees.
2. Let us take the null hypothesis that there is no significant difference between the **Experience** of worker and their **Job Security**.
3. Let us take the null hypothesis that there is no significant difference between the **Income** of the workforce and other **Facilities**.

HYPOTHESIS- 1

Table 4.15

Designation of the employee and Promotional policies.

Options \ Promotion	White collar	Blue collar	Total
HS	16	18	34
S	14	12	26
N	0	0	0

D	0	0	0
HD	0	0	0
Total	30	30	60

INFERENCE:

From the above table 4.15, we can infer that 16 white collar respondent are highly satisfied and that working environment provides them with promotional policies and 14 white collar also satisfied that their working environment provides them with promotional policies but other white collar not responded in case of neutral, dissatisfied and highly dissatisfied.

It is also inference that 18 blue collar respondents are highly satisfied that they are providing promotional policies in their working environment and 12 blue collar respondents are satisfied, but other blue collar not responded in case of neutral, dissatisfied and highly dissatisfied.

Chi Square for Different Designation of the Employee and Promotional Policies of the company.

Let us take the null hypothesis (Ho): There is no significant difference between
Designation of the employee and Promotional policies.

Alternative hypothesis (H1): There is any impact on designation of the employees and
Promotional policies.

Table value: 9.49

Degree of freedom: (R-1) (C-1)

Observed Frequency(O)	Expected Frequency (E)= R*C/N	(O-E) ²	(O-E) ² /E
16	17	1	0.05
18	17	1	0.05
14	13	1	0.07
12	13	1	0.07
Total			0.24

$$\text{Degree of freedom} = (R-1) (C-1)$$

$$= (5-1) (2-1)$$

$$= 4*1$$

$$=4$$

$$\text{Therefore, } X_{0.05} = 9.49$$

INFERENCE:

As, calculated value is less than table value ($0.24 < 9.49$) Therefore, Hypothesis is accepted.

Designation of the employee doesn't have any impact on promotional policies.

HYPOTHESIS- 2

Table 4.16

Experience of the Employee and Job security.

Options/ Experience	Less than year	1yr-5yr	5yr-10yr	10&more	Total
HS	0	14	10	16	40
S	0	10	10	0	20
N	0	0	0	0	0
D	0	0	0	0	0
HD	0	0	0	0	0
Total	0	24	20	16	60

INFERENCE:

From the above table 4.16, we can infer that 14 respondents are highly satisfied who has- 1 year- 5 years' experience with the working environment provided them with and 16 respondents are highly satisfied who has more experience 10 years & more.

It is also inference that 10 respondents 1 year- 5 years' experience also 10 respondents with 5 years to 10 years' experience are satisfied in the company rest of the other there is no any respondent who is neutral, dissatisfied and highly dissatisfied.

Chi Square for Difference between Experience of the Employee and Present Job Security.

Let us take the null hypothesis (H₀): There is no significant difference between
Experience of the employee and job security.

Alternative hypothesis (H₁): There is any impact on Experience of the employee and
Job security.

Table value: 21.03

Degree of freedom: (R-1) (C-1)

Observed Frequency(O)	Expected frequency (E)= R*C/N	(O-E)²	(O-E)²/E
14	16	4	0.25
10	13	9	0.69
16	10	36	3.60
10	8	4	0.50
10	6	16	2.67
Total			7.71

Degree of freedom= (R-1) (C-1)

= (5-1) (4-1)

= 4*3

=12

Therefore, $X_{0.05} = 21.03$

INFERENCE:

As, calculated value is less than table value ($7.71 < 21.03$) Therefore, Hypothesis is accepted. Hence, there is Experience of the employee doesn't have any impact on job security.

HYPOTHESIS- 3

Table 4.17

Income of the Employee and other Facilities.

Options/ Income	Below 10,000	10,000- 25000	25,000- 50,000	50,000& above	Total
HS	0	22	8	4	34
S	0	16	8	0	24
N	0	2	0	0	2
D	0	0	0	0	0
HD	0	0	0	0	0
Total	0	40	16	4	60

INFERENCE:

From the above table 4.17, we can infer that 22 respondent who are getting 10,000 to 25,000 income and 8 respondents their income 25,000 to 50,000 also 4 respondents getting 50,000 &

above they are highly satisfied with the package of the income and working environment and other facilities provided by company.

It is also inference that 16 respondents who are getting 10,000 to 25,000 income and 8 respondents getting 25,000 to 50,000 are satisfied with the package of their income and working environment and other facilities provided by company. Although 2 respondents are neutral those are getting 10,000 to 25,000 income. But there is no one who is dissatisfied or highly dissatisfied with company facilities or income.

Chi Square for Difference between Experience of the Employee and Present Job Security.

Let us take the null hypothesis (H₀): There is no significant difference between incomes of
The employee and Facilities.

Alternative hypothesis (H₁): There is any impact on between incomes of
The employee and other Facilities.

Table value: 21.03

Degree of freedom: (R-1) (C-1)

Observed Frequency(O)	Expected Frequency (E)= R*C/N	(O-E)²	(O-E)²/E
22	22.66	0.44	0.01
16	16	0	0
2	1.33	0.44	0.33
8	9.06	1.12	0.12
8	6.4	2.56	0.40
4	2.26	3.02	1.33
Total			2.19

$$\begin{aligned}
 \text{Degree of freedom} &= (R-1) (C-1) \\
 &= (5-1) (4-1) \\
 &= 4*3 \\
 &= 12
 \end{aligned}$$

Therefore, $X_{0.05} = 21.03$

INFERENCE:

As, calculated value is less than table value ($2.19 < 21.03$) Therefore, Hypothesis is accepted.
Hence, Income of the employee doesn't have any impact on other facilities.

4.3 Management interviews

d. Qualitative Research Methodology

Qualitative method is one of the significant method which is used to collect the data from kind of interviews. Under this method expert interview was conducted to look through research to evaluate the subject part. The author conducted the interview with various expert of the company and the worker who are actually working in the company out of the management department. During the personal visit in company author tried to take the interview of all designation employee and try to get the all information. The author tried to get all such information was significant to establishing the new motivation strategy for existing Godrej Agrovet Private limited company and also write the final paper. The reason to conduct the survey to understand the working environment in the company and get the opinion of the worker and how they see as a problem solvent.

Table 4.18

Respondents	Company	Position	Years of experience
Shivaji Sumbe	Godrej Agrovet, Khanna	Production Manager	+30 years
Praveen Goel	Godrej Agrovet, Khanna	Finance Manager	+15 years
Sunil Attri	Godrej Agrovet, Khanna	Marketing Manager	+ 22 years
Dharmendra R Chandra	Godrej Agrovet, Khanna	HR & Administration	+ 25 years

The following table 4.18 shows that interview with company experts those who are working in the company from very long time. During the interview interviewee asked various question on company employee services which is provided to the worker. Author try to find out the problem faced by worker and the company management team and try to give them solution. Author also discuss how they can satisfy employee with communication strategy and with the help of online feedback system in company.

Table 4.19

Long term regular workers

Respondents	Worker years of experience	Review of current services
Sooraj Sharma	7 years	Advanced Machines and technology, but need training for more understanding
Jagpaul Singh	15 years	Great working environment, but lack of understanding reason is lack of communication
Surinder Kumar	12 years	Paid holidays should be more

Table 4.19 Depicts the information about the worker valuable opinion and views for the company development and they shared their own point of view according to the working environment provide by company. Author also conducted the interview with them and try to get know more about the company services and employees information.

The questions and answers of the experts interview, be found in the appendix 2

Interview discussion

The interview was done with Dharmendra R. Chandra who is the head of HR and administration. The author personally worked under the head of HR manager that was a great achievement gained by author and great opportunity to learn HR strategies and administration during the interview the author analyses the company work environment and company strategies. They said company is facing communication error in between the management and workers because according to the busy work environment there is no time to share their opinion. Although, some of the employees feel uncomfortable and hesitate on front of the management to share their personal suggestion. They explained the company aware about the environmental point of view and try to give their employees as much as fresh environment in the working sector, but due to the heavy machinery it make noise in the working area which is making bad effect on their workforce. They said that due to this problem they faced some problem in their local area because the company is very near to the residential area and some of the people register complained about it. Besides this, company is planning to move to the other place due to this reason most of the employee unhappy with the management decision. They also discuss about the training section to improve the employee's knowledge. They said the reason of more training because of the best performance and more quality employee's. They said worker are the real assets of the company if their worker will be up to date then they could able to achieve their future target. While discussing customers they told that with the help of model motivation of motivation they have seen massive improvement in their employee's performance and employees are getting more responsible regarding their work and workers are more competitive in their work environment.

The second interview was conducted with Shivaji Sumbe who is the production manager of the company. They take care about the production and to maintain the chain of production line for the smooth work. During the interview they told that from many time they were facing problem regarding losing production chain circle. They told that by passing the time employee are getting more demanding they get demotivated or job dissatisfied very fast. So they need to give them motivation and some extra benefits time by time. Furthermore, they said that employee safety is also very important part of the worker. That make the employee valuable asset for the company and make them more confident. Those things will make the company more easily going with the help of these advices.

4.4 Communication strategy for job satisfaction

Employee satisfaction is of most extreme significance for associations to develop and furthermore endure the relentless challenge. Keep in mind, workers are your actual resources and it is basic that they stay cheerful and happy with their employments for them to endeavour hard and convey their level best. Effective communications can help to decrease morale problems and stay satisfied that you are in the loop and part of the team. Understanding how good communication affects you and your superiors will help you build stronger job satisfaction. The author recommended communication strategy to company and implement.

Figure 4.15 Communication benefits for company

The figure 4.15 shows the communication strategies which is recommended by author to increase the satisfaction level of the employee.

- 1) **Less Confusion:** A lack of communication can cause confusion between management and staff or among departments, leading to frustration and resentment in your job. Communication could be written or verbal also. Sometimes some employees unable to understand verbal communication so written communication which could be possible my email can clear their confusion, it is beneficial for the company management and worker for clear their confusion and they could also discuss their future goal with that said they could be clear regarding company targets.
 - 2) **Higher morale:** When you get praise, you feel better about yourself and your job security. While you shouldn't ask your boss for praise, you can ask him to tell you informally how you are doing. A higher sense of job satisfaction might lead to increased teamwork, as you believe the company is moving forward and want to be part of the process.
 - 3) **More loyal and motivated:** Effective communication strategies build a sense of identification between your employee and business. Employee who identify organisation value goals are loyal and hard working. Because company have engaged them in your company mission company employee promote company products and services with enthusiasm.
 - 4) **Team building:** Building effective teams is really all about how those team members communicate and collaborate together. By implementing effective strategies, such as those listed below, to boost communication you will go a long way toward building effective teams. This, in turn, will improve morale and employee satisfaction.
 - 5) **Innovation:** Where employees are enabled to openly communicate ideas without fear of ridicule or retribution they are far more likely to bring their idea to the table. Innovation relies heavily on this and an organisation which encourages communication is far more likely to be an innovative one.
 - 6) **Strong management:** When managers are strong communicators, they are better able to manage their teams. The delegation of tasks, conflict management, motivation and relationship building (all key responsibilities of any manager) are all much easier when you are a strong communicator. Strong communication is not just the ability to speak to people but to empower them to speak to each other – facilitating strong communication channels is key.
 - 7) **Open opinion:** when they have good communication with management and workers team they could openly share their opinion together. As well as, they can share their agree or disagree opinion on front of them. It provides them open platform to both department for clear their doubts openly.
 - 8) **Employee work well:** with the help of proper communication employee can perform far better than miscommunication situation. It helps employees to know what is expected from them.
- **Suggested strategies to be implemented for communications**

- a) **Online portal:** The Godrej Agrovat Company has a very brief website which encompasses of various company attributes. The prominent structure of Godrej Agrovat company website consist of mission, vision and values, organisation structure, HR structure and various company products/services and highlights. The company web site however fails to connect the employees with management directly or indirectly. The authors suggested idea to break this communication barrier is to input and “online portal” where employees can anonymously register their complaints, feedbacks, advices/ suggestion, problems, difficulties, sexual harassment complaints and many of the aspects which they cannot registered openly or would fear of losing job or dignity.



Figure 4.16 Sample for anonymous employee online (suggestion/complaint) portal

The figure 4.16 shows a suggested online portal which will enable employees share their problem, suggestion openly without interferences of third party.

The benefit of the online portal will provide the employees a chance to get connected with the higher, management and at the same time make them feel heard and understood. Their problems would be eased out much efficiently when there is no third party interference in the channel and thus it will help them being motivated towards their job and duties as they are aware if they have a problem where and how to report without getting discouraged or being reprimanded for raising a voice against any injustice or problems or loopholes. This would eventually lead to a sector of motivated employees which in return would give the company a healthy workforce and a better output in return of the remuneration the company pays to its employees and achieving milestones way ahead in time whilst maintaining the quality and budget forecast.

- b) **Mobile App:** The Godrej Agrovat Company has web site for their customer and their employee. Where they could able to know about the company works. The authors has suggested a mobile app to the company to get engaged with their workers because nowadays internet or new technology plays hug role in every field. There are number of benefits of mobile app after getting it for the company employees. Firstly, they would able to know about the latest time table on the mobile app and they would not need to call to the management regarding work schedule. They can easily use the app and able to get information regarding their work. Moreover, they would know about the holidays and apply for the holiday with the help of mobile app. For example, the company employee can use that app and know about the upcoming holidays and festival holidays. Although, to make it more interesting company would provide rewards to the user. Like if the employee will use that app daily then they could get the same amount of benefits for daily login.



Figure 4.17 **Company mobile app for advance communication**

The figure 4.17 shows a suggested mobile application which will help employees get connected with the company HR communication system directly and timely updated.

The use of mobile app means employee would be connected with the company and they will easily get the useful information with that app. With the help of mobile app they would able to connect with their employees and easily get opinion. That is the advanced way of communication which is suggested by author to improve the commination strategy.

4.5 Other motivation strategies

The Godrej Company has different motivation strategies for satisfy their employee. But according to the changing environment they should change their motivation strategies or upgrade their motivation techniques to get better result from the labour. The author has suggested some other beneficial motivation strategies which would be apply easily in the Godrej Agrovet Company.

- a) **Discount Card:** Godrej Agrovet at present does not have any employee discount card system in their company. Moreover looking at the economic crisis in India and the salary structure for odd jobs it is clearly visible that employees who are working such odd jobs find it hard to make ends meet. The pace at which the price fluctuation and price steep goes up does not matches anywhere with the increment pace in the salary structure of the employee. Godrej Agrovet makes many consumable products which are sold widely across India in various departmental stores and hyper markets. The Author here suggest a discount card for the employees of Godrej Agrovet which will enable them to purchase products which are manufactured under Godrej company head at heavy discount rates and the same time other daily needs from these stores at a discounted price too.

The provision of a discount card will come as a boon to the employees and definitely will stop employees working double shifts in order to make money. If an employee is getting

enough sleep and rest he/she is definitely will report to work on time give better performance and avoid pilferage during the course of the production cycle. Also such discount cards will not only encourage employees to continue working in the company at the old salary structure for a longer period of time but also it will empower them to buy good food for themselves and their family and friends thus promoting healthy lifestyle and motivating them to continue working for the same company for a longer period of time during their employment cycle.

- b) E- Trike -** Godrej Agrovet covered the big industrial area and there is long production belts. Which is good as industrial point of view but according to employee point of view it's quite difficult as a walking around one place to other place. Often it is noticed that if the employees are asked to switch buildings and shifts they tend to act lazy and avoid traveling long distances by foot and which is understandable as well since they are working all day long on foot at the assembly line they do not want to venture more activities and tasks. Since the production cycle is 24/7 the shifts keep changing as some employees also tend to do double shifts and work extra hours to cover up sick leave or absent workers. For such movements within the compound the author suggest the use of E-bikes within the company compound.

The authors suggestion here of implementing of e-bikes/trikes in the company compound will not only give Godrej Agrovet a brighter chance to stand ahead in the race of sustainability and go green effort but it will at the same time boost and motivate employees to travel within the company/factory compound often and take up on shifts on the other side of the compound. This will eventually help in bringing the go green and pollution free culture amongst the employees and at the same time will promote the employees to not to worry about the pollution threat from the vehicles they are using. This will result in healthy and happy employees and better work done on time and higher output return for the company on a longer period of run.

- c) Lighting:** Poor lighting can not only affect the health of people at work causing symptoms like eyestrain, migraine and headaches, but it is also linked to Sick Building Syndrome in new and refurbished buildings. Symptoms of this include headaches, lethargy, irritability and poor concentration. Lighting at work is very important to the health and safety of everyone using the workplace. In Godrej Agrovet they are still using old traditional mercury bulbs. They consume high voltage of the electricity.

The Author's recommends here the use of LED lights instead of old traditional mercury bulbs. Apart from using new technologies in lighting it is also suggested that the company should restructure its premises in to make way for more natural lights to come into the factory and office as a result generating good and healthy vibes amongst employees and feeling of warmth and natural brightness. This will eventually give the employees a feeling of working in the natural environment and keep their motivation boosted. As per (Cynthia L Roth) "Proper lighting makes all work tasks easier and safer" (hismagzine.com).

- d) Noise:** The work environment at Godrej Agrovet mainly consist of production of agro based products which are described in chapter 3.1.1. This production is usually carried out with machines comprising of heavy mechanical movements that results in sound pollution within the work atmosphere. The fact is that these machines are already modern and being produced to company tools and machinery guidelines they still create a huge amount of sound

pollution once inside the company/factory shed getting nose to higher decibels. The long-time exposure to such sounds would eventually cause loss of hearing power and migraines in most of the employees. The author here suggest a supply and implementation of sound defining ear defenders to all the employees working the close proximity of such machines. Furthermore it is also suggested that these head and ear gears be made mandatory for the workers who are working in such environment. Also the use of sound defining paint and insulation be used in the factory in these areas where such machines are installed and are working continuously.

The use of the ear defenders and noise defining paints and insulation will provide the Godrej Agrovet employees long term benefit with health and safety. This will also help the employee mood balance and thus result in employees not hesitating to work long hours and shifts. The implementation of such awareness and standards will not only motivate employees to take on to such job roles but also encourage them to suggest the same job role to the friends and family without being seriously concerned about the health and safety.

- e) **Paternity leaves:** At present in India there is no such system of giving paternity leave to the “MEN”! Usually the women are given three months maternity paid leave in India but no such benefits are being given to the men. Also as per conversation and during the questionnaire with one of the employee Mr.Surinder Kumar he was not contend with the amount of paid holidays the company was giving to its employees at the moment. The Hr policies and procedures are not easy to mould or merge looking at the huge structure of the company and to get any approval for any amendments needs major company heads assurance and nods. The author here however suggest a motivational tool for health and holidays namely providing would be fathers a semi or paid paternity leave and extension leave for employees who have 100% attendance who year round. The health of the employee is very crucial and it is therefore the company’s duty to not only provide health insurance to its employees but also provide free medical check-ups quarterly for the employees.

The suggestion from the author about paternity leave will not only bring enthusiasm amongst the would be father’s but the employees in general. This will not only motivate men who are going to be father soon but to the other employees who are looking forward to spend their time with their family during the time of such period in the future. A paid paternity or semi paid paternity leave will motivate them emotionally as well as financially and bring out the best from them when they join back work after their leave period. The health check-ups quarterly gives the employees a sense of being taken care off by the company, moreover these health check-ups gives the employees an over view of their physical health and help them monitor their health status periodically as it is conducted quarterly. This will not only motivate employees to work towards their health and wellbeing but in the return give a company a healthy and efficient worker to its workforce.

Figure 4.18 Author suggested new motivational strategies

Fig.4.18 The figure above shows the motivation strategies suggested by the author for employee motivation namely discount cards, e-bikes, lighting, noise and Health & Holiday.

4.6 Project cost breakdown for new motivational strategies

The main type of this strategy is to maintain the satisfaction level with the help of different motivational strategies because nowadays employee motivation is the main part of the every organisation it make the environment more free and innovative. Financial assistance and time period of finding the rightmost solution to achieve the desired goal of the organisation.

Table 4.20

Project description

Title	Company
Creating motivational strategies for employee job satisfaction	Godrej Agrovet Private Limited, Khanna, India, Punjab

The goal of the project

- Provides new motivational tools
- Enhance employee skills
- Better employee health and long term company and employee mutual benefits

Realization

The idea of this project, is to create new motivational strategies for employee job satisfaction after gotten the employee feedback in the company in the company and these strategies mainly help to the higher department to understand what exactly they need for their employee for satisfaction and which kind of equipment's exactly they need

Project scope	Duration 3 months (90 days)
Start date	01-01-2020
End date	31-03-2020
Online Portal	Zero costing (Implementing in the same costing)
Mobile App	Rs 15,000/- 1 Euro = 79 Inr therefore 15,000rupees = (189)Euros
Discount card	Collaboration with super market and hopper stores
E-trike @10 piece	Rs 11,500 for one piece therefore 11,500 x 10= 1,15,000 Rs. That is in euros 1,455. Source (Indiamart.com)
Lighting (LED industrial lights)@ 200 pieces	Rs 1,160 for one piece therefore 1,160 x 200= 2,32,000 Rs that is in euro 2,936 Source (Indianmart.com)
Noise (Sound Defender)@ 100 pieces	Rs 1400 for the one piece therefore 1400x 85= 1,19,000 rupees that is in euro 1,506 Source (Amazon. In)
Paternity leaves	According to the HR policies

Table 4.20 shows the project implementation cost for the suggested motivational strategies for Godrej Agrovet Private Limited, Khanna.

SUMMARY OF THE FINDINGS

It is quite necessary to make sure that the working environment of the working place is good and does not cause any disturbance and discomfort for the employees during the work process.

Godrej Agrovet company employees indicate that they are quite satisfied with the working environment. It can be concluded that the organization has created appropriate surroundings for the employees at the work place. One of the main factors in the working environment is that the place of work is safe and benefits provided by company. As Godrej Agrovet employees are very satisfied with the safety of working environment and benefits according to the results, it means that the company took a great care of the safety and all the arrangements. Not all of the workers were very satisfied with the equipment used at the workplace to make the job easier, so it might be that there can be some improvements made in this field, but in general the situation with equipment is good, because most of the employees showed at least some satisfaction concerning it. Communication between management and worker is another issue examined by the survey. Workers unable to communicate with each other or lack of training with new machines, another thing is It is highly important to have the occupational extra healthcare well organized in order to prevent accidents or to have at least some first aid in case if some accident happens at the workplace. Godrej Agrovet workers are quite satisfied with the occupational healthcare, which shows that the company has it organized well. Training and re-training is essential for the worker's higher productivity. Creating a comfortable working environment for the training and re-training is one of the issues that the organization should take notice in. In Godrej Agrovet the workers show that they are fairly satisfied with the training and re-training at the work place. There might be room for improvements, but in general the situation looks good. It might be a good idea for the organization to have discussions with the employees on the ways to improve the workplace environment, because the workers are the ones who know best about the problems and discomfort of the workplace. The employees of the Godrej Agrovet show some satisfaction concerning this topic it might be that there is room for improvements in this field, but according to the results in general everything is good.

CONCLUSION AND RECOMMENDATIONS

Conclusion

To summarize the findings of the questionnaire, the employees in Godrej Agrovet are very satisfied with the leadership at the workplace. They also show high work motivation. The workers of the company are not highly satisfied with the current salary and the fairness of the wages system compared to the tasks they do. Other aspects of the wages system at the company are fairly satisfying to the employees. The company's benefit design is done very well, since the employees show quite high satisfaction with it. Also the jobs that Godrej Agrovet offers to its employees quite satisfy their expectations except for the possibility to be promoted. At last, the work environment in Godrej Agrovet Company is satisfactory and the employees are quite satisfied with the working conditions. Although the employees are satisfied with the different aspects of work, some things that could be developed are listed in the following table.

Recommendations

	Suggestions for Improvements	Strengths
1. Leadership	<ul style="list-style-type: none"> Awareness of the workers about the situation of the company Amount of Feedback 	<ul style="list-style-type: none"> Relationship Communication Attention Support

	<ul style="list-style-type: none"> • Style of managers directions • Assistance with training • Manager's knowledge regarding abilities and job aspects of worker 	
2. Motivation	<ul style="list-style-type: none"> • Fulfilment of basic needs • Money • Compensation • Recognition 	<ul style="list-style-type: none"> • Pleasure of working every day • Future success at the company • Benefits
3. Job organization	<ul style="list-style-type: none"> • Communication channels 	<ul style="list-style-type: none"> • Length of shift • Flexibility of working hours
4. Work Environment	<ul style="list-style-type: none"> • Supporting equipment 	<ul style="list-style-type: none"> • Safety • Occupational healthcare
5. Expectations	<ul style="list-style-type: none"> • Feeling of success given by work • Promotion 	<ul style="list-style-type: none"> • Security of workplace Possibilities to take initiative

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ANNEXURE

QUESTIONNAIRE

General questions:

Q1. Designation:

- a) White collar
- b) Blue collar

Q2. Age: (in years)

- a) 20-25 c) 36-50
- b) 26-35 d) 50 & above

Q3. Income:

- a) Below 10,000 c) 25,000 – 50,000
- b) 10,000 – 25,000 d) 50,000 & above

Q4. Gender:

- a) Male b) Female

Q5. Experience:

- a) Less than year c) 5-10 years
- b) 1-5 years d) 10 and more

Interview questions:

Question number one

What is the future steps to satisfy the employee needs?

Question number second

What management thing is their all employees are satisfied?

Question number third

What are the future strategies of the organisation?

Question number four

Does this company offer the opportunity to the fresher?

Question

Employees needs are sufficient for them?

Question number six

How employees contribute their efforts?

You are required to rate the following questions on the basis of scale where

1= Highly Satisfied/ Strongly Agree. 2 = Satisfied/ Agreed. 3 = Neutral

4 = Dissatisfied/ Disagree. 5 = Highly Dissatisfied/ Strongly Disagree.

I am a student from Turiba University (Riga, Latvia) for Masters of business administration. The questionnaire is for my Master's thesis research

I am conducting a survey about employee's motivation in Godrej Agrovat and what tools can be incorporated to motivate employees in the company.

The questions are regarding various aspects about your work, employer, motivation, rewards and expectations. Please answer by ticking the number whichever suits you the best.

I will appreciate your contribution and will like to thank you in advance!

Gender

Age

Full time/Part time

Position

Work Experience in Godrej Agrovat

Question number one

What is the future steps to satisfy the employee needs?

Question number second

What management thing is their all employees are satisfied?

Question number third

What are the future strategies of the organisation?

Question number four

Does this company offer the opportunity to the fresher?

Question

Q no.	Questions:	1	2	3	4	5
1	Is working conditions are in favor?					
2	Are you satisfied with working hours?					
3	Is there should be any promotional policies?					
4	Are you satisfied regarding timing of getting salary?					
5	Are you satisfied with getting reward for completion of target?					
6	Are you getting employer's support?					
7	How secure do you feel at your job?					
8	Are you satisfied with medical facilities?					
9	Do you agree in providing extra compensation for for factory Accidents?					
10	To which extent it is necessary to give training to Existing & new employees?					
11	How much do you agree with provision of facilities like; Rest Rooms, canteen facilities, drinking water etc.?					
12	Do you agree with statement that there must be a grievance Redress mechanism for better industrial relation?					
13	Should there be development workshops for employees?					
14	Do you have any work pressure?					
15	Are you participating in crucial decisions?					

16	How much you are satisfied with your supervisor?					
17	How will you rate your relationship with your manager?					
18	How satisfied are you with the amount of time your manager gives to listen to your concerns and support reasonable suggestions?					
19	Do you agree with their bonus for overtime?					
20	How satisfied are you with overall job as an employee? in GODREJ AGROVET?					

Q19. Which of the following factors motivates you the most?

Salary increase

Promotion

Recognition

Appreciation rewards